

Assistant Commandant for Human Resources

2001 – 2005

Business Plan



**Providing the diverse, effective “Force” to meet the current
and future “Work” needs of the Coast Guard**

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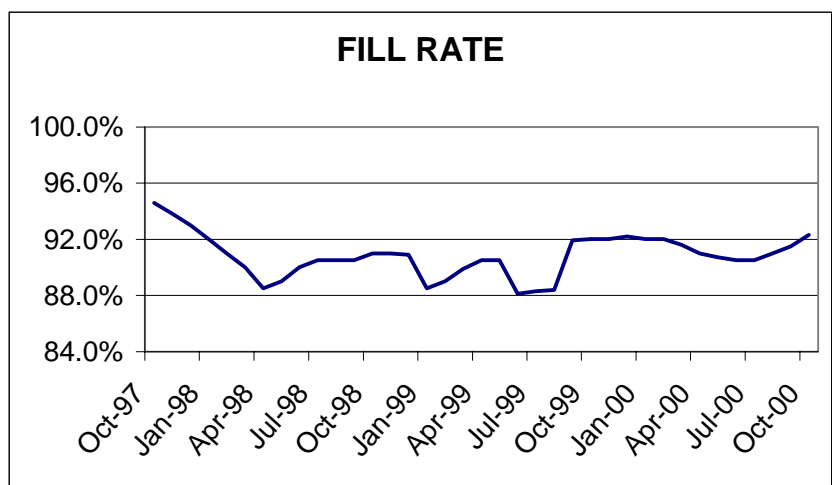
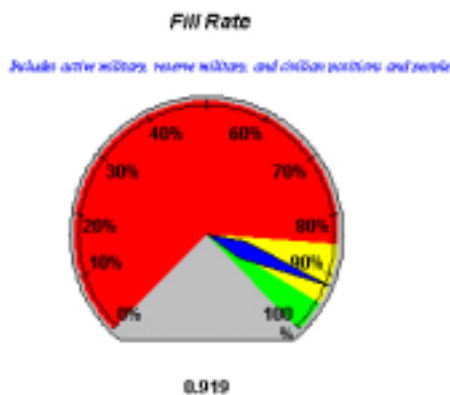
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Vision: Provide the diverse, effective “Force” to meet current and future “Work” needs of the Coast Guard.

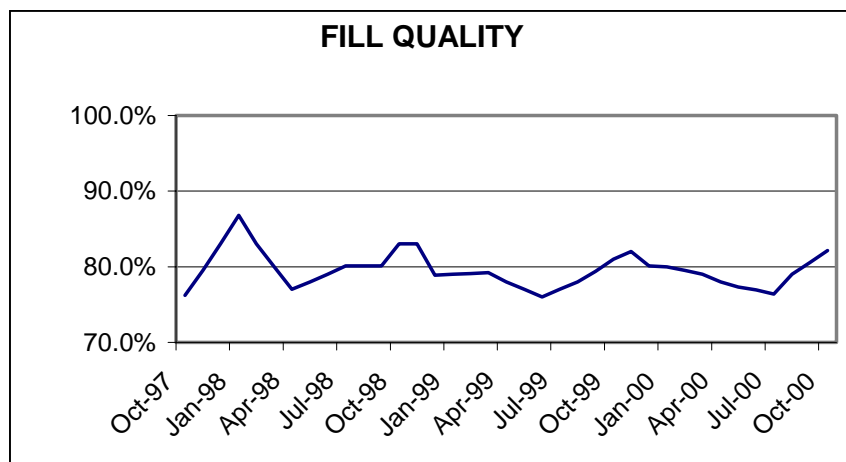
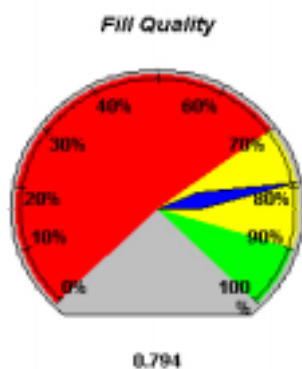
Mission: Meeting the people needs of the Coast Guard and the needs of Coast Guard people.

Measures of Success: We assess progress towards achieving our Vision and Mission by employing the G-W Dashboard Gauges, which are used to monitor success in various Human Resource processes. As yet we have not negotiated standards for these metrics; part of our strategy herein is designed to lead to both standards and quantitative goals for improvement. We have identified six Dashboard Gauges; currently only have data available for three of the gauges.

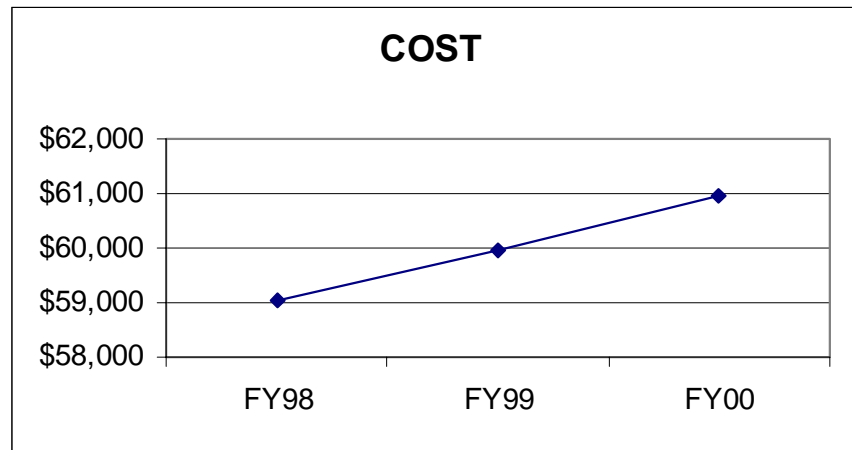
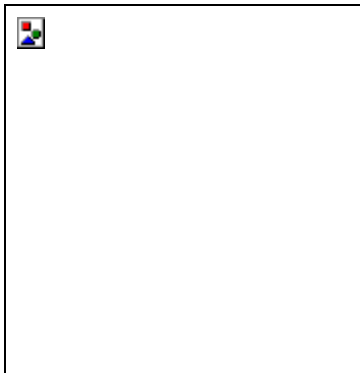
- Fill Rate: Percent of time every billet and position is filled.



- Fill Quality: Percent of time every billet and position is filled to standards (skill set).



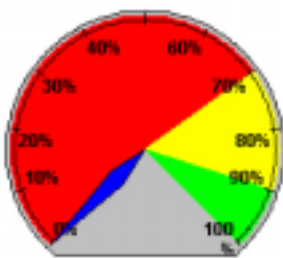
- Cost: Average cost of a Coast Guard FTE using Standard Personnel Costs (SPC) (in FY00 dollars).



Data is not yet available for the following Dashboard Guages:

- Unit Commander Level of Satisfaction: Unit Commander's assessment of provided human capital.
- Willingness to Affiliate: Assessment of service attraction and retention.
- Willingness to Perform: Assessment of workforce satisfaction and commitment.

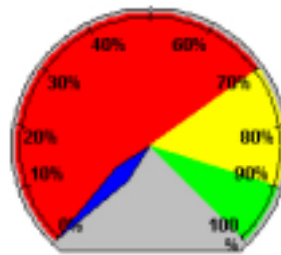
Unit Commander Satisfaction



0.00

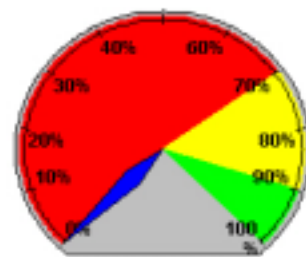
Willingness to Affiliate

Includes external applicants and voluntary turnover.



0.00

Willingness to Perform



0.00

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I. PREAMBLE

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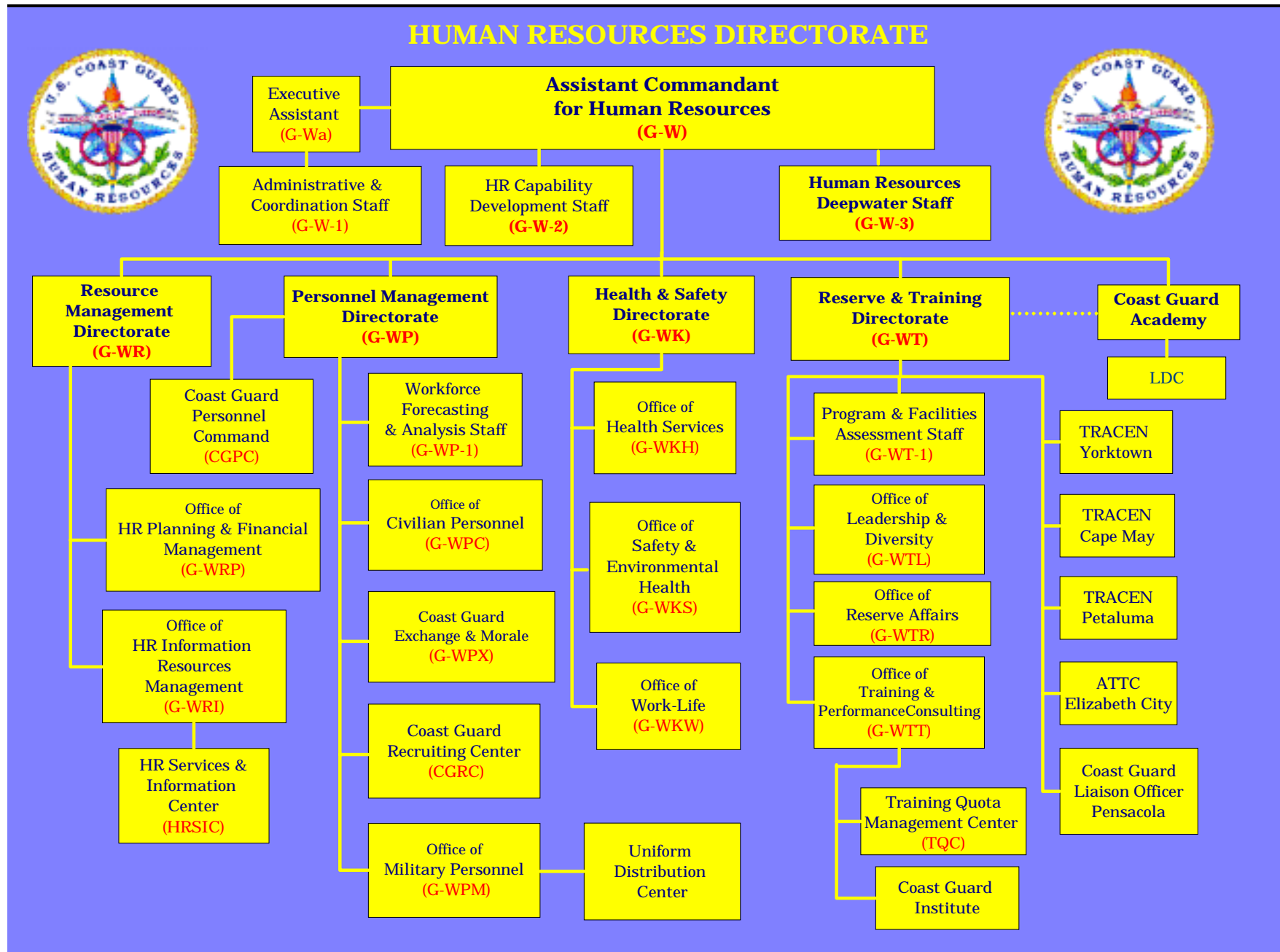
A. ORGANIZATIONAL DESCRIPTION:

Human Resources is the Coast Guard's program that supports the Service's staffing needs, which includes recruiting, accessing, orienting, indoctrinating, training, promoting, rewarding, and compensating our people. The Human Resources organization exists to put the right person at the right place with the right skills at the right cost, i.e., to provide the "Force" to do the "work" of the Coast Guard. Functionally, Human Resources is concerned with the Coast Guard's health, safety, training, personnel management and many of its resources:

- **Health** - Provide for active duty members a comprehensive, no cost, health care program to ensure fitness for duty and unrestricted world wide deployability, enabling Commanding Officers to meet their operational mission requirements. To also provide a health care benefit for family members, retirees and their families with uniform out of pocket expenses and equivalent benefit across all regions and in remote areas. Offer more options for health care (TRICARE Standard, Extra and Prime), placing a priority on wellness, force prevention and protection.
- **Safety** – Plan, develop and administer a comprehensive program to provide Coast Guard personnel and their families safe and healthful places to work and live and to comply with applicable safety and health laws, regulations and directives. The Coast Guard safety program is founded on the principle that risks will be identified and controlled and all unnecessary risks will be avoided. Individuals are responsible for their own safety and health, and commands are also responsible for the safety and health of assigned members, dependents in Coast Guard housing, all persons aboard Coast Guard facilities and those who may be affected by Coast Guard operations.
- **Training** - Evaluate and approve all Coast Guard training, establish job performance requirements, review resident and nonresident training curricula, and establish measures of effectiveness for all military and civilian leadership and professional development training programs. Allocate training funds and monitor training effectiveness. Develop projections of training system student throughput and training loads. Promote workforce diversity and ensure barriers are removed.
- **Personnel Management** - Develop policies for the accession, assignment, compensation, travel, transportation, uniform policies and separation of active and reserve military personnel. Plan, develop, and administer programs affecting the well-being of the Coast Guard workforce through family advocacy, employee assistance, crisis intervention, transition and relocation assistance, financial counseling, child and elder care, health promotion and other human services. Plan, develop and administer personnel policies for civil service, senior executive service, Academy faculty, maritime employees, light-keepers, and non-appropriated fund employees. Manage the Coast Guard housing program. Manage and operate the Coast Guard Exchange and Morale Program.

- **Resource Management** - Develop plans to forecast and predict accessions, promotions, training and other workforce flows. Identify critical shortfalls/excesses and develop recommendations for remedial actions. Develop short and long range plans for the development and maintenance of Human Resources information systems. Manage the AFC 01, 08, 20, 30, 56, 57, 72, 73, and 90 accounts.

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B. BUSINESS MODEL:

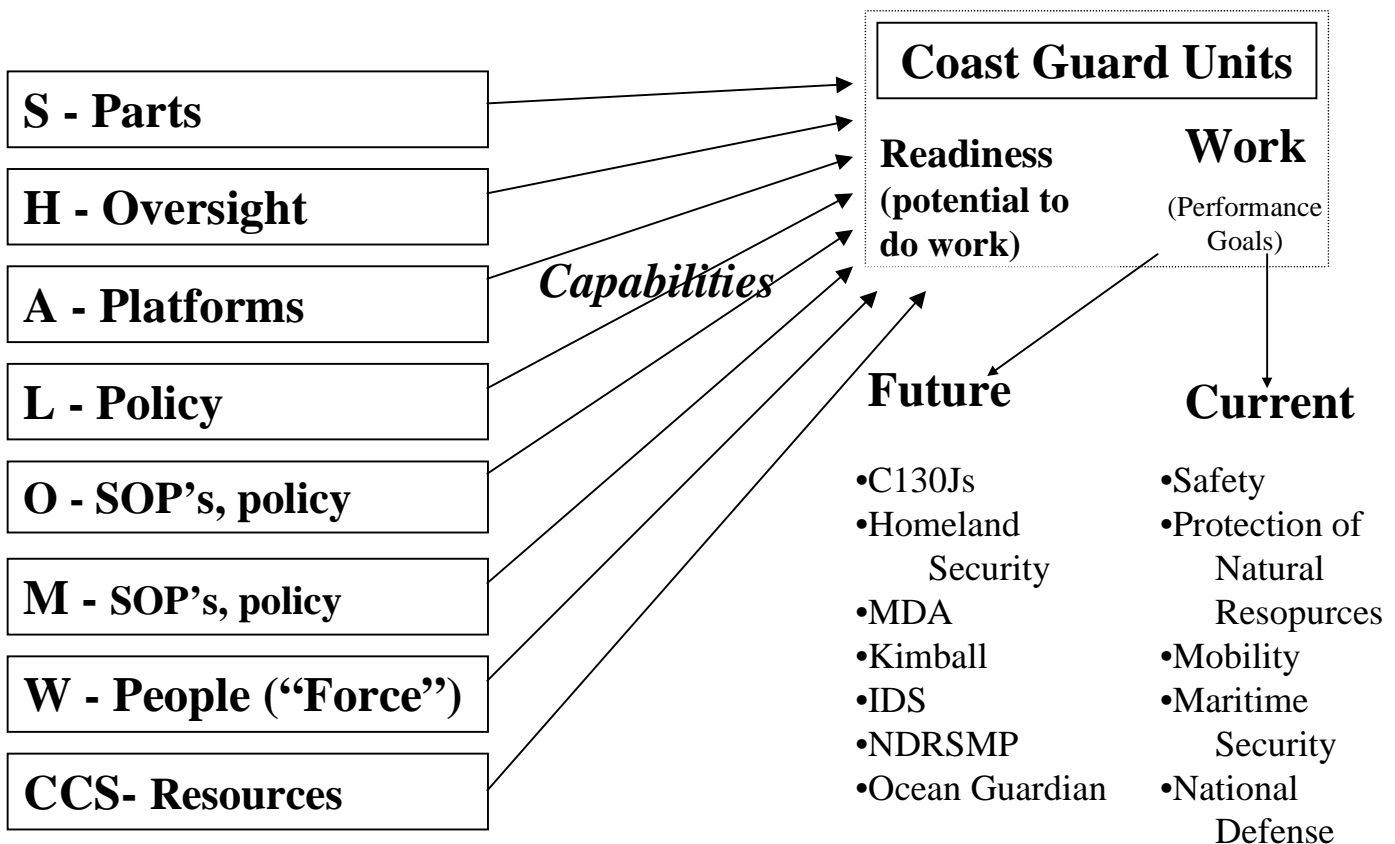
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The full *Business Model for the Coast Guard's HR System* is complex and only a simplified version is shown here. View the model and its description at <http://cgweb.uscg.mil/g-w/hrsystems/hrbmndx.htm>).

The context in which we provide the “Force” to do the “Work” of the Coast Guard is depicted in the figure below; this picture is a restructuring of the Strategic Plan’s Family of Plan graphic (appendix B). This model depicts that all Headquarters entities collaborate to provide operating units with *capabilities*. These capabilities enable their *readiness* to address both current and emerging work. Each HQ entity has a unique role to play in supplying its particular capability; ours being the “Force” to do the “Work.”

However, it is a team effort. When units are enabled with capabilities and missions are accomplished, we are all successful. When units do not have the capabilities and mission accomplishment falls short of goals, that should stimulate all the parties below to work together to diagnose and rectify the causes.

Context of Headquarters Planning



C. CHALLENGES:

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Thanks to improvements in methods, technology, and information management, the Coast Guard no longer relies strictly on physical labor to get the job done. It is still *people* that contribute the most to mission accomplishment, but increasingly it is a result of their knowledge, experience, and problem solving and decision-making skills. Each person has become a unique, and in some ways irreplaceable, asset to be nurtured, developed, given requisite resources, and then *enabled to act* in the best interests of the Coast Guard. People are no longer "expense items" but have become the most crucial capital asset an organization can have--its *intellectual capital*.

"The demands of the 21st century security environment are markedly different from those that shaped the manpower requirements and personnel systems and policies that are used in the Department today. The current set of human resources policies and practices will not meet the needs of the 21st Century if left unchanged"

The Defense Science Board Task Force on Human Resources Strategy

Our challenges reflect those of our sister Military Services and our Federal Agency counterparts:

- Budgets are constrained while the cost of people rises.
- The economy continues to boom, as does the cost of benefits such as housing and health care.
- The military will continue to be manned by volunteers.
- Our people will operate in a more complex, technologically sophisticated environment.
- The future workforce will require the same skills and talents as demanded by the private sector.
- A diverse labor pool will require new strategies to access and retain a more diverse workforce.
- Demographic changes (e.g., increasing numbers of junior members with families, increases in single parent families, members married to members, and dual career families).
- The new workforce has little tolerance for performing unskilled labor and an increasing desire for lifelong professional development.
- There is a different perspective on work-life balance.
- An aging federal workforce in a competitive job market foretells a civilian personnel crisis.

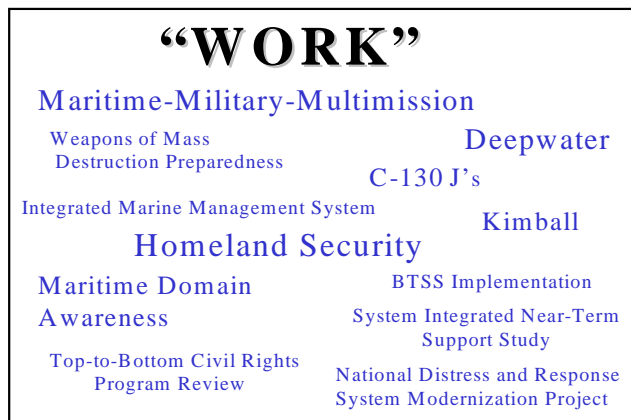
Our missions and operating concepts, and our suite of assets, infrastructure, technology, and information, tell us that our future workforce must have certain ***essential characteristics***:

- High levels of independent judgement in carrying out missions and making business decisions.
- Creativity & innovation necessary to get maximum advantage from advanced business practices, technology innovation & new operational concepts.
- The rates of change in technologies and societies demand that future leaders continue to learn throughout their careers.

- Leaders will have to deal increasingly with individuals outside their own organization in coalitions with military counterparts, foreign governments, non-government organizations, and with business and the media.
- The future workforce must have broader language skills and cultural understanding.
- Sophisticated technology will demand enhanced technical competence.
- A sense of commitment to service will be ever more important.

These characteristics surely define the needs of *today's* Coast Guard workforce as much as that of the future--and they also define the characteristics demanded by most of the private sector and other public agencies. The future will offer HR professionals a new challenge--a war for talent.

The work of the Coast Guard has always been multi-missioned, and it will remain that way; however, it is becoming increasingly dynamic and vastly more technical. New initiatives and changes to the way we currently do business are coming at a fast pace. Ideally, each potential change in our organization's work requirements should be examined against our current human capital inventory to insure that our current inventory can accommodate that change, and, if not, what gaps need to be resolved.



Our current Force is diverse (Active Duty, Reserve, Civilian, Uniformed Auxiliary, and Private Sector Contractors), and due to a myriad of both external and internal influences, it is becoming increasingly difficult to **recruit, train, and retain**. Although retention has moved to the forefront of late, all three of these human resource functions--Retention, Recruiting, and Training continue to be major concerns, that if not properly attended to, threaten the future success of our organization.

The dynamic, multi-missioned nature of the Coast Guard's **Work** and the diversity of the Coast Guard **Force** requires that G-W possess diverse, flexible, dynamic capabilities to analyze changing Work requirements and apply the appropriate, economical Force solutions.



Our response to these challenges are contained in the Commandant's Direction:

“Implement the Future Force 21 Strategy. The current Set of Coast Guard human resources policies and practices (training, benefits, qualifications, career development, assignment, etc.) were designed decades ago and will not meet the Coast Guard's 21st century needs. Therefore, we will develop a long-range, comprehensive workforce reinvention plan in the next two years. This plan will aggressively explore better ways to obtain, train, qualify, and deliver people to the units that need them. It will take a hard look at the current standards and requirements, and reengineer major processes to create a flexible, dynamic human resource system that provides the diverse, effective “Force” to meet current and future “Work” needs of the Coast Guard.

“Restore the Workforce. We will return our workforce to current authorized strength, invest in training to increase the qualifications and experience levels, then pursue the additional personnel needed to meet our identified mission requirements and performance targets. This will be our highest budget priority. We will focus on both recruiting and retention, including ensuring parity with DoD in pay, compensation and benefits.”

Commandant's Direction 2000-2002 Restoring our Readiness...Shaping our Future

In short, our key challenges, our broadest areas of emphasis, are to create productive partnerships with our stakeholders, and to *design* a human resource *system* where before there has only been a collection of parts that evolved independently.

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II. HUMAN RESOURCES DIRECTORATE PERFORMANCE PLAN

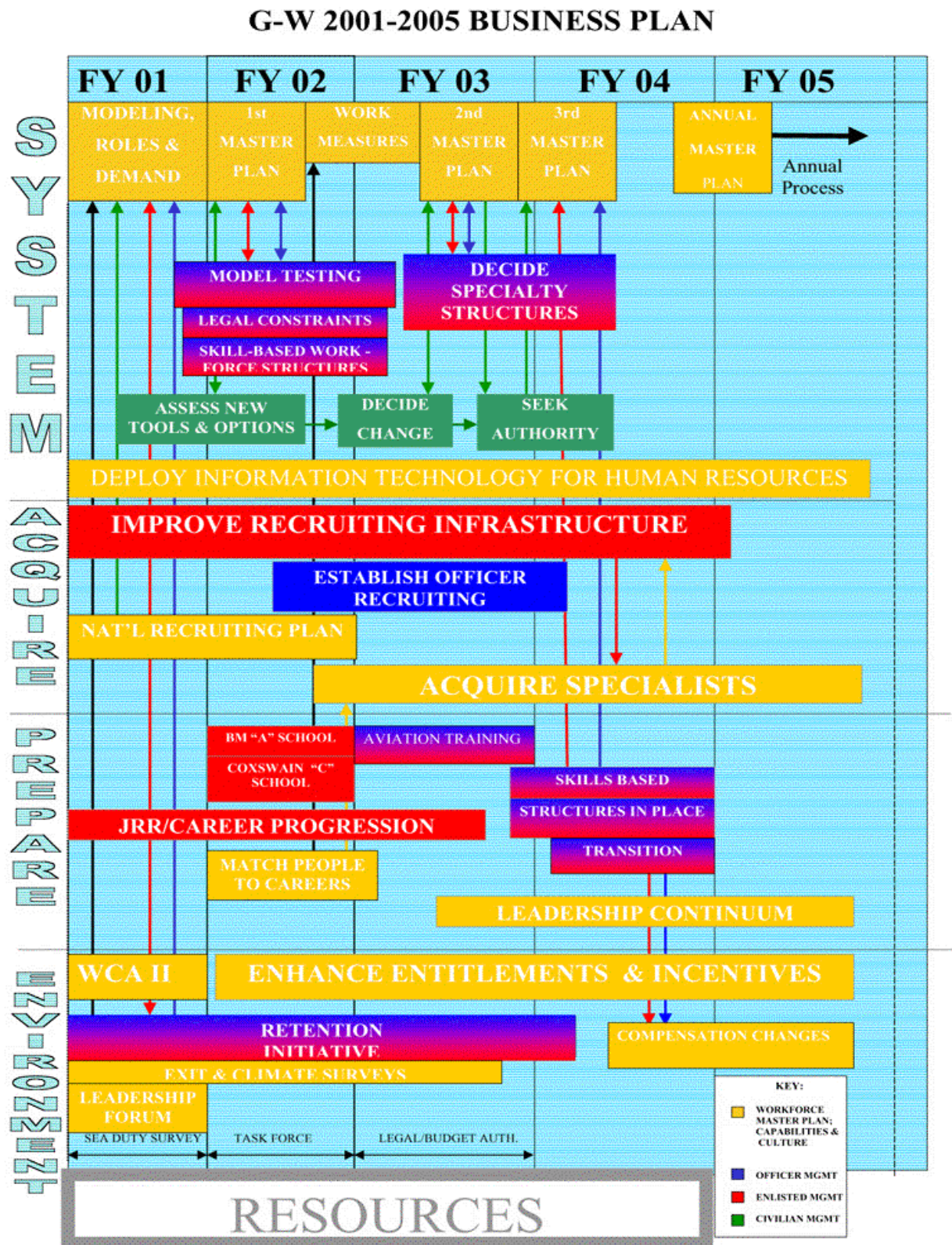
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PERFORMANCE GOALS:

Our Performance Plan is organized as four Capability Goals:

- (1) Design, operate, and improve the HR System *as a System*
- (2) Acquire the workforce to meet current and future work needs
- (3) Prepare and deliver people for the work of today and tomorrow
- (4) Envision and create a desirable and effective work environment and employee support climate

Embedded within each Capability are the tactical (e.g., Retention Initiative, etc.) and strategic (e.g., Implement Skill-Based Workforce Structures, etc.) objectives we must accomplish in order to achieve the Vision of providing the diverse, effective “Force” to meet current and future “Work” needs of the Coast Guard. When Time and Resource Requirements are factored with the Performance Plan, as depicted on the previous page, a rather high-level representation of the G-W 2001-2005 Business Plan emerges. Over Time (top axis), we will be accomplishing tactical and strategic objectives (summarized by Capabilities on the left axis) aimed at achieving our Vision, the associated dollar and Personnel Resource Requirements of which will be accumulated along the bottom axis. In section (II), the tactical and strategic objectives we must accomplish to achieve our Vision will be outlined. Details of the resource implications of achieving our Vision are articulated in Appendices A through G (Section III).



Capability Goal 1: Design, operate and improve the HR System as a system.[Back to Table of Contents](#)

Strategy 1.1: Build strong partnerships with program managers, strategic planners, program planners, chain of command, and field units. Establish performance standards for HR system products and services jointly with stakeholders. (For further detail on the specific partners and stakeholders, and the role of the HR system in those partnerships, refer to the *Business Model for the Coast Guard's HR System* at <http://cgweb.uscg.mil/g-w/hrsystems/hrbmndx.htm>)

Objective 1.1.1 – Build/improve partnership with strategic partners.

1.1.1.1 – Co-sponsor joint *Scenario Building Workshops* (4 year cycle): G-CPP, G-CCX, G-CPA, G-M, G-O, G-W, G-S, G-A, G-L, G-H and Area staffs meet to explore future operating scenarios and the capability required in the support system to accommodate an acceptable tradeoff of risk and cost.

1.1.1.2 – Determine what each stakeholder needs from the HR community, and vice versa, to be able to plan and enact the future state; create a *Standard Operating Procedure (SOP)* describing the process, products, and responsibilities of each to provide the information needed.

1.1.1.3 – Specify in an SOP how mission performance standards are created and used to develop person performance standards.

1.1.1.4 – Jointly determine appropriate *measures and standards* for the contribution of human resources to mission accomplishment.

1.1.1.5 – Explore use of other Service, agency, and private sector acquisition modeling, simulation, and planning techniques (e.g., Army MANPRINT, Air Force MIST, Navy Ship Manning Document Model); determine if their use would improve the interface between G-A and G-W at a reasonable cost.

Objective 1.1.2 – Build/improve partnership with logistics support partners.

1.1.2.1 – Sponsor a biennial HR Supply System Workshop: G-W (with CGPC and CGRC), MLCLANT, MLCPAC, and the ISCs meet to discuss lessons learned; current challenges, strengths, and weaknesses; future needs and potential shortfalls related to human resource supply, and providing goods and services to members and employees.

1.1.2.2 – Determine what MLCs and ISCs need from G-W, and vice versa, to be able to effectively and efficiently meet current mission requirements, and to plan and enact the future state; create a SOP describing the process, products, and responsibilities of each to provide the information needed.

Objective 1.1.3 – Build/improve partnership with unit commanders and the chain of command through both force optimization (ISC(pf)) and program manager (Rating Force

Master Chief) links. Specify roles, responsibilities, and assert HR program management at these two critical interfaces.

Objective 1.1.4 – Build/improve partnership with OST and OSD. When practical and to mutual advantage, make use of OST and OSD sponsored HR activities, practices, tools, etc. Similarly, work with OST to deploy Coast Guard practices, information, tools, etc., throughout the Department where appropriate.

1.1.4.1 – Integrate Coast Guard, OSD, and OST planning and budgeting processes so that CG civilians, at the option of the Commandant, can participate in special provisions accorded DOD civilians via DOD Authorization legislation.

1.1.4.2 – Work with DOD, DOT, and other agencies to maximize the Coast Guard's options to improve HR processes (e.g., recruiting, retention, development, utilization) (i.e., Unified Legislation and Budgeting, Joint Accessions Group, Human Resource Management Council, etc.).

Objective 1.1.5 – Establish a Human Resources Investment Board to prioritize investments in HR in order to improve Coast Guard performance outcomes. Membership would include representation from Assistant Commandants, Chief Information Officer, Resource Director, Area Commanders, etc.

Strategy 1.2: Manage the 21st Century skill inventory.

Objective 1.2.1 – Leverage partnerships described in Strategy 1.1 to develop a clear understanding of the need for people, skills, knowledge, and experience—now and in the future. Install a continuous, repeatable, and consistent process to capture information about current and future HR requirements.

Objective 1.2.2 – Design and implement a process to capture future skill and knowledge requirements in a way that enables the effective, efficient, and consistent supply of human resources to unit commanders. The current specifier of demand—the billet or position based primarily on specialty and grade—may not be the best way, likely giving way to unit-based skill requirements. This will have a major effect on assignment practices, and may result in replacing the concept of a PAL with something new and much more flexible.

1.2.2.1 – Develop staffing specifications by reinstituting the Skills Architecture Management System effort, choosing the appropriate staffing logic for the USCG, and designing a more cost effective and accurate approach to staffing standards.

1.2.2.2 – Strengthen occupational analysis capability.

1.2.2.3 – Develop work and workload measurement capability.

1.2.2.4 – Strengthen capability within HPT framework (see Capability Goal 3) to determine skill and knowledge requirements.

Objective 1.2.3 – Design and implement a process to determine by which component of the workforce a particular job should be done (optimization across active and reserve military, civilian employee, auxiliary, or contract workers), recognizing the unique capabilities of members of each component. Provide standard operating procedures and other program-level guidance for ISC/District force optimization experts, and for program Rating Force Master Chiefs.

Objective 1.2.4 – Design and implement an efficient and usable process for program managers and the chain of command to balance or re-level existing requirements (numbers and skills) for people. Eventually, this process and associated staffing logic would zero-base our people-requirements and lead to a periodically updated ***Workforce Master Plan***.

1.2.4.1 – Explore alternatives and establish a formal process for creating, updating, and using staffing standards and other work-based staffing calculations.

1.2.4.2 – Convene Requirements Partnership Workshop in December 2001. Ratify force level "appropriate uses" and initial stakeholder assumptions regarding specialization. Converge on jointly understood logic and mechanism for specifying HR requirements (Billet? Skills?) for use in next round of Business Plan Appendices E.

1.2.4.3 – Publish initial ***Workforce Master Plan*** in January 2002.

Objective 1.2.5 – Using inputs from Objective 1.2.2 and partners and other stakeholders, determine the appropriate specialization (horizontal distribution) for each force. Convene second Requirements Partnership Workshop and publish second Workforce Master Plan in September 2002.

Objective 1.2.6 – Using inputs from Objective 1.1.1.5 (acquisition staffing method and models) and partners and other stakeholders, determine future HR requirements for each force. Convene third Requirements Partnership Workshop and publish third Workforce Master Plan in September 2003.

Strategy 1.3: Enable HR system with information.

Objective 1.3.1 – Complete implementation of PeopleSoft Human Resource Management (HRMS) TM system for all workforce components (active, reserve, civilian, military retired, auxiliary).

1.3.1.1 – Provide information technology (IT) capabilities recognized as the implementation of best HR practices. Provide military payroll for active, reserve,

military retiree and military annuitants. (Note: Civilian personnel transaction processing will continue to be accomplished by DOT).

1.3.1.2 – Implement commercially available analytic and simulation products tightly integrated to PeopleSoft HRMS™ (e.g. WMS workforce analytic tools in support of equity tracking, etc.).

1.3.1.3 – Implement commercially available HR process measurement product(s) tightly integrated to PeopleSoft HRMS™.

Objective 1.3.2 – Provide support to users of HR information (programs, commands, MLC/ISC, etc.) in determining their needs for HR information; support efforts of users to link to HR information resources where needed.

Objective 1.3.3 – Develop and implement the information infrastructure required to monitor and track key measures of effectiveness of the HR system as jointly specified by G-W and its customers (e.g., readiness measures, WMS for equity auditing, etc.) (related to Objective 1.5).

Objective 1.3.4 – Provide consulting services to users of HR information (programs, commands, MLC/ISC, etc.) in determining their needs for HR information; support efforts of users to meet, resource, and support their HR information needs.

Objective 1.3.5 – Provide information capabilities to support a wide variety of internal HR requirements and improvements in existing processes and systems.

1.3.5.1 – Implement or integrate special purpose tools and IT processes. This would include IT capabilities that provide direct products and services to employees (e.g., *Employee Express*, which allows employees to interact with their records), IT tools for HR professionals, and IT tools for supervisors (e.g., *Avue Digital Systems* used in describing positions). Implement, when cost effective, online job application services for military (PeopleSoft based) and civilian personnel recruiting.

1.3.5.2 – Continue providing payment for travel entitlements, implement desktop travel voucher-processing system, web enable when appropriate.

1.3.5.3 – Partner with OST to procure and implement a replacement civilian HRIS.

1.3.5.4 – Transition military Personnel Data Records (digital and paper) to relational database storage using PeopleSoft™ HRMS product.

1.3.5.5 – Partner with G-S and G-CIT to shorten the timeframe to approve and deploy new automated systems.

Strategy 1.4 Build analytical, environmental scanning and forecasting capabilities to support HR and CG strategy development.

Objective 1.4.1 – Identify needs for analytic products and services in the many G-W organizations.

1.4.1.1 – For each analytic organization ("producer"), identify consumers/potential consumers of their analyses.

1.4.1.2 – Based on the partnership opportunities specified by the System Capability group (Strategy 1), and the other Capability groups, determine the potential consumers of HR analytic products.

Objective 1.4.2 – Determine the gaps in knowledge, skills, information, and tools needed by both producers and consumers of analytic products to provide the appropriate level of analysis. Staff and train accordingly.

1.4.2.1 – Establish staff to provide efficient analytic service.

1.4.2.2 – Develop and implement capability to link occupational analyses to workforce planning and forecasting.

1.4.2.3 – Expand current discrete modeling capability to all workforce components.

1.4.2.4 – Expand analytic capability to include system dynamics modeling and simulation, construction and deployment of management flight simulators, and program evaluation using systems thinking methods.

Objective 1.4.3 – Develop and resource the capability to conduct labor supply analyses, including targeted demographic research and labor market analyses in the context of the constraints of workforce representation goals.

1.4.3.1 – Contract with, or otherwise provide for, continuous analyses of census and demographic products and projections developed by the government and the private sector.

1.4.3.2 – Coordinate research on the market position of the USCG in the labor market, including market research on policies and practices designed to influence those inside the CG to remain or those outside the CG to join (willingness to affiliate). Assert programmatic guidance over associated efforts sponsored by Coast Guard Recruiting Command.

Strategy 1.5: Design and develop internal management processes.

Objective 1.5.1 – Install and *document* a standard process for developing HR strategy and ensuring its linkage to CG strategy and the strategies of our customers, partners, and other stakeholders.

Objective 1.5.2 – Develop, implement, and document a standard business planning process.

Objective 1.5.3 – Develop, implement, and document a standard process to manage the policy agenda.

Objective 1.5.4 – Design, implement, and develop standard processes for policy development and review.

Objective 1.5.5 – Establish a systematic benchmarking process to review emerging management techniques and policy options (military and civilian, public and private sectors), and to incorporate those techniques and options when appropriate.

Objective 1.5.6 – Design and implement a process and system to capture and make readily available the knowledge and experience gained by those working in the HR system; implement a "lessons learned" system that links the intent of policies and practices to resources and results.

Objective 1.5.7 – Develop a systematic process to communicate standards, measures, goals, and results of HR system efforts throughout the Coast Guard.

Strategy 1.6: Install measurement system that strengthens links from policies to outcomes. The top level "balanced scorecard" or "dashboard" measures have been determined jointly with customers and other stakeholders. Subsidiary measures of individual contributory processes must still be developed and implemented.

Objective 1.6.1 – Automate or systematize collection and tracking of top-level measures (see Objective 1.3.3).

Objective 1.6.2 – Implement three-tiered survey based customer measures (unit commanders and member/employees).

1.6.2.1 – Enter into contract with Office of Personnel Management for the use of the Organizational Assessment Survey.

1.6.2.2 – Implement web-based exit/event survey.

1.6.2.3 – Replicate Workforce Cultural Audit (3 year cycle).

1.6.2.4 – Conduct annual climate survey.

1.6.2.5 – Design and implement survey-based measurement process to gather unit commander satisfaction with HR system products and services.

1.6.2.6 – Design and make available to Coast Guard units a survey of workplace variables over which supervisors and leaders have direct control, and variables which are likely to affect workplace or unit performance and retention (e.g., Gallup's 12 Question Survey).

1.6.2.7 – Evaluate civilian programs for efficiency and effectiveness (i.e., implementation of OST HR Balanced Scorecard, performance management system, NAF personnel delivery system).

Objective 1.6.3 – Build native capability to analyze, interpret, report, and draw conclusions from the results of surveys, measures.

Objective 1.6.4 – Deconstruct top level measures to determine drivers and contributory processes. Develop the logic tree that connects day-to-day activities in the HR system (e.g., assignments, advancements, worklife interventions, providing medical care) with top level and contributory measures.

Objective 1.6.5 – Fully expand HR system costs as a key measure of success (see Strategy 1.9 – Cost Structure).

Strategy 1.7: Build a community of HR professionals (military and civilian) to manage the military and civilian workforces of the future.

Objective 1.7.1 – Identify and analyze HR system billets.

Objective 1.7.2 – Identify and analyze HR people inventory, map flows into and out of HR system billets (or HR system related billets).

Objective 1.7.3 – Determine potential for HR system "pyramids" for officer and enlisted specialty.

Objective 1.7.4 – Create career maps for "W" officers, enlisted HR specialists, and civilian HR specialists.

1.7.4.1 – Update Officer Career Guidebook, create similar products for enlisted and civilian forces.

1.7.4.2 – Adjust assignment/reassignment policies in CGPC to reflect the most effective use of HR professionals, and to maximize experience through non-HR assignments.

1.7.4.3 – Influence officer promotion board precepts (short term to prevent loss of talent); design requirement for HR system management skills into any new promotion and management systems.

1.7.4.4 – Install monitoring mechanisms to assess equitable career opportunities (see Objective 1.2.3).

1.7.4.5 – Use Career Developmental Programs to help "grow" necessary HR skills. These programs include the Student Career Experience Programs (a.k.a. Co-op Program), Management Intern Program, Upward Mobility Program, and other programs providing on-the-job training and experience in concert with formal education.

Objective 1.7.5 – Analyze HR billets for skill requirements. Determine structure of work in HR system.

Objective 1.7.6 – Develop minimum personnel qualification standards for HR system assignments (PQS).

Objective 1.7.7 – Implement HR system orientation program and continuous skill development program.

Objective 1.7.8 – Build and maintain a professional library of HR policies and practices.

Strategy 1.8: Staff HR system appropriately.

Objective 1.8.1 – Identify desired HR system outcomes and activities.

Objective 1.8.2 – Identify processes and tasks that must be performed to achieve desired system outcomes (map processes).

Objective 1.8.3 – Identify the skills, knowledge, and other characteristics required by those who must perform those functions (combination of work analysis, workload analysis, occupational analysis, other techniques).

Objective 1.8.4 – Benchmark HR system staffing against other agencies, organizations.

Objective 1.8.5 – Explore outsourcing, partnerships, etc., as alternatives to provide HR products and services.

Strategy 1.9 : Develop a process to incorporate cost benefit analysis and return on investment comparisons in all HR planning and resource investment decisions.

Objective 1.9.1 – Implement an accounting method that will yield and track actual payout to members, and on their behalf (training, travel, etc.).

Objective 1.9.2 - Develop a standardized process to prioritize and analyze G-W's internal investment opportunities and resource utilization through direct return on investment comparisons and measured results.

Objective 1.9.3 - Implement ongoing process for incorporating cost benefit analysis and ROI considerations in all CG Human Resource investment decisions.

Objective 1.9.4 - Formulate and publish standardized criteria for comparing and measuring the benefit, cost effectiveness, and return on investment of proposed initiatives & associated budget requests.

Objective 1.9.5 - Develop strategies to collect and integrate financial data, personnel data with ultimate mission accomplishment in effort to build common "units" of measurement to eventually use in comparing ROI.

Strategy 1.10: Develop and **integrate systems** for managing stocks (increasing the performance of people while in the job) and flows (moving people into and out of jobs). For example many of our core business processes are un-integrated at present, such as the assignment, advancement and training; each is striving for optimization within its process while suboptimizing the system as a whole.

Objective 1.10.1 – Use Future Force 21 *Board of Directors* concept to serve as the linking pin between FF21 efforts (described throughout and in the section to follow) and functional direction and responsibility. This will serve an important integrating function. Consider adding representation from G-SR, G-OR, and G-MR to the Board as ex-officio members (non-voting).

Objective 1.10.2 – Develop capability to use dynamic modeling and simulation to achieve the right balance of competing processes to optimize the *system* rather than the process (see 1.4.2.1). Use R&D Center Partnership to explore use of expert consultants for model building; test proof of concept with development of "enlisted turbulence model" with participation of key stakeholders (WP-1, WPM, CGPC, program manager, Rating Force Master Chief, rating A-School chief, etc.). Use this model to develop a core components model that can then be expanded to meet the requirements of any rating or group of ratings. Use lessons learned as the starting point for officer and civilian force models.

Objective 1.10.3 – Continue and expand the use of groups such as the Workforce Restoration Team, Logistics Performance Goals development team, and other cross program and cross function stakeholder teams.

Objective 1.10.4 – Develop specific policies and practices to foster cross-component agility ... active to reserve and vice versa, reserve and active to civilian, civilian to military, etc.

Strategy 1.11: Develop capability to **explore new ways** of doing business, develop new ways to meet HR requirements, and design new ways to manage the workforce and its structure.

For example, resolving the conflict and tension of a generalist philosophy in a specialized environment, the clash at the intersection of a centralized advancement system out of synch with tour lengths and local geographical stability, etc. Large scale change such as officer management system issues, Deepwater, BTSS, are big conflicts of an evolving, dynamic, requirement with an HR system designed to produce a stable, unchanging, workforce structure. Other examples of areas where investigation might yield fruit are in our occupational structure, the utility of our current vs. alternative compensation systems and policies, examining business rules, use of electronic (web) resources, and overall funding policies and practices, etc. Resolving any of the above will require considerable research, analysis, effort, and change. The HR community does not have the excess capacity to provide that kind of effort from within existing resources. At present, any new thinking has to face the gauntlet of "new resources" justification. Perhaps a better way would be to pre-staff the HR system with sufficient "on speculation" resources to enable continuous improvement. (See Strategy 8: Staff HR System). Similarly, the CG does not have the capability to rapidly respond to contingencies and opportunities (e.g., HITRON), and may need a similar level of on-spec resources as part of the general detail.

Objective 1.11.1 – Determine how our workforce should be *structured* (horizontal). The military generalist paradigm may not be well suited for a future world characterized by highly sophisticated technology, complex platforms, and increased mission demands. "Workforce structure" considers the way the workforce should be organized across the Coast Guard to do the Coast Guard's business. The potential exists for increasing specialty knowledge and skill within a system, such as Deepwater, icebreakers, or buoy tenders, by managing career paths within individual systems.

1.11.1.1 – Charter and resource an Officer Personnel Management System review and overhaul. Continue active participation in similar OSD effort; participate on similar groups for each of the other services, with particular emphasis on the directions proposed by the Defense Science Board (Human Resources Strategy, February 2000) and those of the Eighth Quadrennial Review of Military Compensation (<http://stinet.dtic.mil/special/qrmc/index.html>).

1.11.1.2 – Charter and resource an Enlisted Personnel Management System review and overhaul with particular emphasis on the development and implementation of skill or competency based assignments, geographic stability, longer assignments, and other innovations. Attend to directions proposed by the Defense Science Board (Human Resources Strategy, February 2000) and those of

the Eighth Quadrennial Review of Military Compensation (<http://stinet.dtic.mil/special/qrmc/index.html>).

1.11.1.3 – Charter and resource a Civilian Personnel Management System review and overhaul with particular emphasis on a national recruiting system and the development of career opportunities, upward mobility, and intern programs to meet the future workforce needs of the Coast Guard.

Objective 1.11.2 – Determine how to best *manage career entry and progression* (vertical). Focus on increased flexibility to bring people in and out of military service at different levels. “Career entry and progression” considers where people enter and leave the Service as well as how high and how fast they are expected to climb a career ladder, and whether a continuous climb is even in the Coast Guard's best interests. The potential exists for increasing lateral entry vs. the “everyone-enters-through-the-bottom” approach.

Objective 1.11.3 – Determine how to best *manage our HR system*. Explore methods and practices to move beyond a “one-size-fits-all” approach to compensation and assignments to provide more flexibility to deal with recruiting, retention, and force shaping issues. Current policies are designed to be uniform across the workforce, a “one-size-fits all” approach; more flexibility is needed to meet changing demands.

1.11.3.1 – Explore and recommend alternatives in compensation, retirement and assignment practices, and their likely affects on recruiting and retention; this may be accomplished in partnership with DOD when appropriate, but may involve some diverging from DOD practices when to our advantage.

1.11.3.2 – Explore options to establish authority and capability for the Coast Guard to gain and maintain control over operational aspects of civilian HR system.

Objective 1.11.4 – Develop and exploit relationships with DOD service HR Research entities (AFHRL, NPRDC, ARI), other agencies (e.g., OPM), foundations, think tanks, etc. Create an annual "report on the status of other folks research into HR issues" and choose our research agenda accordingly, making the best use of our resources.

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Capability Goal 2: Acquire the workforce of the future.

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Continue to build and manage our capability to recruit a diverse workforce based upon the knowledge, skills and abilities needed to perform the current and future missions of the CG.

Strategy 2.1: Analyze the marketplace to serve as one of the key inputs for the recruiting and advertising plan.

Objective 2.1.1 - Implement a focused marketing strategy designed to acquire specific talents. For example, recruit for specific experience (i.e., personnel with information technology experience) vice generic or no experience.

Objective 2.1.2 - Increase the public's awareness of the various workforce components of the Coast Guard (pitch all programs at career/job fairs, develop an integrated recruiting pamphlet, etc.).

Strategy 2.2: Build a national recruiting plan to acquire the talent we need to perform the current and future missions of the CG.

Objective 2.2.1 - Attract a workforce with 21st Century skills. Identify and use desired competencies in hiring Civilians, Active Duty and Reserve personnel (i.e., match individual's talents to position-desired competencies).

Objective 2.2.2 – Incorporate recruiting strategies for all affirmative employment programs.

Objective 2.2.3 – Launch newly developed Workforce 2015 initiatives for our military workforce.

2.2.3.1 – Develop minority officer recruiting capability as alternative to CGRIT contractor.

2.2.3.2 – Partner with NAACP and NUL.

Objective 2.2.4 - Develop a civilian entry level-recruiting plan.

Objective 2.2.5 – Develop an officer-recruiting plan.

2.2.5.1 – Develop a marketing and recruiting plan to increase the number of technical officers within the Coast Guard.

2.2.5.1.1 - Have CGA increase technical grads.

2.2.5.1.2 - Analyze situation and develop organizational and other changes needed to run the officer-recruiting program (i.e., CGRC or CGA, etc.).

Objective 2.2.6 - Continually conduct analysis to ensure that we are exploiting all facets of the labor market; including non-traditional CG sources.

Objective 2.2.7 - Identify barriers that slow down the accession process and remove these barriers.

Objective 2.2.8 - Where possible partner recruiting efforts to reduce cost and redundancy (i.e., advertising).

Objective 2.2.9 - Work with DoD, DOT and other agencies to maximize the Coast Guard's options to improve recruitment (i.e., Unified Legislative and Budgeting (ULB), Joint Accessions Group (JAG), Human Resource Management Council (HRMC)).

Objective 2.2.10 - Continue to closely monitor bonus program effectiveness and seek creative ways offer accession bonuses and examine the feasibility of offering a variety of accession incentives other than bonuses. (i.e., advanced training, a bundling of various incentives). Customize compensation packages based on occupations/qualifications.

Objective 2.2.11 - Analyze excessive attrition of entry level personnel (Officer, Enlisted, Civilian) and develop plans to reverse the trend.

2.2.11.1 - Analyze and develop a plan to reduce first term attrition.

2.2.11.2 – Analyze and develop a plan to reduce attrition of Academy graduates at their first decision point.

Objective 2.2.12 – Actively involve unit and program managers, Coast Guard-wide, in the civilian and military recruiting effort.

Objective 2.2.13 - Improve the delayed entry program by assigning a “caretaker” to stay in contact with the potential recruit and help prepare them for recruit training.

Objective 2.2.14 – Improve selection and performance of recruiters.

2.2.14.1 – Develop/test strength-based selection tools.

2.2.14.2 – Develop alternatives to acquire and retain a “career” recruiting force.

Objective 2.2.15 - Develop new business models to take advantage of technologies to the maximum extent possible.

2.2.15.1 - Use databases that focus on the demographics, economic conditions, educational status, recruit production and recruiting resources (i.e., RMIS or Recruiting Information Delivery System (RIDS)) to target our recruiting efforts to specific areas.

2.2.15.2 – Use “push” technology to improve recruiting. Push technology provides applicants the opportunity to specify notification of when a job comes open.

2.2.15.3 – Use telemarketing to screen initial candidates. Use recruiters to pursue interested candidates.

2.2.15.4 - Use the Internet to the maximum extent possible for advertising, on-line application, etc.

2.2.15.5 - Maximize recruiter mobility by creating a "virtual office" through use of cell phones, laptops/modems, telecommuting, etc.

2.2.15.6 - Develop a Recruiter Electronic Performance Support System (EPSS) to simplify and streamline the recruiting process while meeting the needs of both the recruiter and the prospect.

2.2.15.7 - Implement a military recruiting closed loop lead system that can be used to determine return on investment.

2.2.15.8 - Implement new civilian automated recruiting and classification system (AVUE (COHO/CASTING)).

2.2.15.9 - Network recruiting offices.

Strategy 2.3: Build an accession plan to acquire the talent we need from internal sources (i.e., CWO to LT program, Enlisted to OCS).

Objective 2.3.1 - Perform an analysis to determine:

2.3.1.1 - The number of enlisted personnel needed to support the following officer programs: Officer Candidate School (OCS), Chief Warrant Officer to Lieutenant (CWO to LT) and Advanced Computers and Electronics Training (ACET).

2.3.1.2 - The number of enlisted personnel that can be selected without significantly impacting the enlisted corps.

2.3.1.3 - The longer term impact of selections.

Objective 2.3.2 – Market availability of the various enlisted to officer programs.

Strategy 2.4: Develop capability to improve match of potential recruit and Cape May graduate to career path.

Objective 2.4.1 – Install enlisted career decision tools.

Strategy 2.5: Improve our capability to retain the talent we need based upon the knowledge, skills and abilities needed to perform the current and future missions of the Coast Guard. (Note: This strategy addresses the involuntary (organizational) side of retention and Capability Goal 4 of this plan covers the voluntary (people) side.)

Objective 2.5.1 – Improve our ability to retain intellectual capital by taking advantage of opportunities provided through existing policies and the development of new policies.

Objective 2.5.2 - Analyze excessive attrition of personnel (Officer, Enlisted, and Civilian) and develop plans to reverse the trend.

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Capability Goal 3: Prepare and deliver our people for the work of today and tomorrow.[Back to Table of Contents](#)**Strategy 3.1: Prepare all individuals to accomplish CG missions effectively****Objective 3.1.1 - Optimize return on Coast Guard training and education investment.**

- a. Training Infrastructure: Consolidate training support functions into a single 'Performance and Training Support Command', including the CG Institute, Training Quota Management, and TRACEN Yorktown's Performance Technology Center. Use web-enabled technology to move to 'travel free' training for courses that are primarily knowledge based, and expand this technology to allow increased access to courses. Determine a 'Model of Training Operations' that delineates Program and TRACEN roles and responsibilities. Maintain and improve training center infrastructure to meet program quality and throughput demands.
- b. Training Programs: Refresh the links between Occupational Analysis, Enlisted Qualifications, and 'A' school curriculum (See Capability Goal 1). Restart an 'A' school for Boatswains' Mates. Match staffing to standards. Improve entry level training programs for both officers and enlisted to improve flexibility, ensure appropriate orientation, and provide the best opportunity for success in the field.

Objective 3.1.2 - Develop a more systematic approach to continuous individual learning. Foster increases in knowledge and skills by emphasizing individual development plans that plan formal and informal training and development opportunities (e.g., off duty education and 'C' schools). Make Tuition Assistance, College credit, and Serviceman's Opportunity College programs more available to Coast Guard members.

Objective 3.1.3 - Provide adequate guidance and resources for career and leadership development. Expand the Leadership Continuum to include sequential leadership development opportunities for all Coast Guard personnel. Develop a cradle-to-grave leadership system to ensure a workforce that is properly equipped to meet the leadership challenges of the future. Build on the accomplishments of the existing leadership development program and set the course for growing a world class leadership continuum. Promote leadership skills for all segments of the Coast Guard workforce and provide measurable improvements in individual, unit and organizational performance. Pursue substantial growth in training opportunities for all Coast Guard personnel. Improve leadership and professional development opportunities for all employees.

Objective 3.1.4 – Develop and deploy additional electronic performance support systems (EPSS), including instructional technologies, to enhance on-the-job performances and improve training. EPSS technology has proven to be an effective means of improving on-the-job performance by making manuals and procedures available in an electronic format. Pursue additional opportunities to deliver these technologies to the field.

Objective 3.1.5 - Provide a health program that supports the operational and readiness needs of Coast Guard commands. Ensure member fitness for duty in support of Coast Guard missions. Provide unit health, hygiene, and sanitation monitoring. Provide direct health care services through clinics and sickbays.

Strategy 3.2: Prepare the Organization to accomplish all CG missions effectively.

Objective 3.2.1 - Develop a more systematic approach to organizational learning. Introduce and begin using Return on Investment (ROI) considerations for human resource decisions. Validate training requirements through post-training evaluations, and review training to ensure that it is tailored to a defined performance problem or that training enhances job performance. See Objective 4.4.1 for related safety objectives.

Objective 3.2.2 - Achieve a culture that capitalizes on diversity and gives every member and employee an opportunity to reach their full potential. Include diversity considerations in all our vital business processes so that the Coast Guard is in the best position to attract talented new workers from the increasingly diverse labor pool and to meet the needs of our customers. (Note – This contributes to Willingness to Affiliate measures and Objective 4.5.3).

Objective 3.2.3 - Provide responsive, flexible and timely workforce performance improvement support to leaders and managers at all levels in the Coast Guard. Provide unit and individual level Human Performance Technology analysis support to program managers. Examples of these studies from FY00 include the Surfman study and C130J performance/training analysis. Assist program managers with locating and evaluating the work of contract performance analysis support for organizational level studies.

Strategy 3.3: Select and Deliver the right individual to the right location at the right time.

Objective 3.3.1 - Engineer the military assignment process to keep billets/workgroups filled as specified to maintain an appropriate level of readiness. Baseline the current systems (officer, CWO, and enlisted) using System Dynamics Modeling (e.g., simulation) techniques to determine which variables impact the respective systems and measure the impacts. Using the baseline model(s), determine variables that can be changed and are cost effective to provide the optimum assignment system while minimizing the impact to other systems such as training and advancements. Determine which changes would optimize the system as a whole, and implement the necessary improvements as quickly and effectively as possible. See Objective 1.11.1 for further information.

Objective 3.3.2 - Engineer the civilian hiring process to fill positions to minimize civilian vacancies to maintain an appropriate level of readiness. Employ new technologies such as COHO and AVUE to automate many position description, classification, and selection functions (see also Objective 2.2.15). Develop a National Recruiting Plan for the

Civilian workforce to meet Presidential and Secretarial goals. Use Interns to provide developmental positions to allow new employees to gain Federal/Coast Guard experience. Improve career ladder opportunities.

Strategy 3.4 HR Performance service delivery.

Objective 3.4.1 - Develop advancement systems that offer alternatives to traditional advancements (i.e., specialists, lateral advancements, apprentice/journeyman/master programs). Effective advancement systems must promote the right individual with the right skill sets.

Objective 3.4.2 - Develop policy that allows alternative entry points into the advancement system. The Officer and Enlisted workforce is becoming increasingly specialized, and demands for new programs are predominately at the journeyman (E-5/E-6) or mid-grade officer levels. Alternatives to the traditional 'up or out' system are increasingly required to reduce 'churn' at the lower paygrades. We will systematically develop alternative, lateral entry points for selected portions of the workforce. See Objective 1.11.2 for further information.

Objective 3.4.3 - Develop personnel development tools that encourage increased performance. Use 360° evaluations to provide individual development feedback.

Objective 3.4.4 - Develop military evaluation systems that more accurately measure the probability of an individuals future success. Effective evaluation systems must support assignments as well as promotions and also support personal and professional growth.

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Capability Goal 4: Envision and create a desirable and effective work environment and employee support climate – an attractive workplace for the future.[Back to Table of Contents](#)

Work Environment encompasses health, safety, ergonomic and other environmental factors.

Employee Support Climate encompasses services, benefits and policies, including but not limited to:

- military entitlements (pay, retirement, housing, health care);
- civilian earned benefits (retirement, health care benefits, life insurance);
- work-life programs;
- the personal benefits of training (professional development, career enhancement, future marketability);
- tangible retention incentives (e.g., bonuses, special assignments, educational opportunities), and
- intangible motivators (equitable treatment, dignity, control over destiny, recognition, growth, trust, and meaningful work).

Strategy 4.1: Determine and measure the objectives and desired outcomes of each work environment and employee support climate product or service.

Objective 4.1.1 – Create an inventory of products and services. This will include all entitlements, compensation, workplace environment, and motivational programs designed to influence the member/employee's willingness to affiliate and willingness to perform.

Objective 4.1.2 – Determine and develop the individual and organizational outcomes, and proper measures of efficiency and/or effectiveness, for each product and service (demonstrate the value of these programs in enhancing readiness through recruitment, retention, or performance motivation).

4.1.2.1 – Sponsor a pilot analysis of work-life, health, and safety programs using contract facilitation with a team of program managers, federal agency representatives, and work-life contractors.

4.1.2.2 – If 4.1.2.1 yields useful results continue the analyses through entitlements, compensation, tangible incentives, and intangible motivators.

Objective 4.1.3 – Establish formal process to benchmark against and conduct comparative analysis of DOD, DOT, other federal agencies, and industry work environment and employee support climate initiatives.

Objective 4.1.4 – Determine the total costs and computed or estimated benefits of each product or service.

Objective 4.1.5 – Document the strategic intent (goal, standard, desired impact on affiliation and performance) for each product and service, and for the overall provision of combined products and services.

Objective 4.1.6 – Improve ability to anticipate social, demographic, and technological trends to enable G-W to position the Coast Guard as the “employer of choice.”
(Integrated with Objective 1.4.3)

Strategy 4.2: Increase our capability to promote, adjust, balance, and reconfigure entitlements and earned benefits, personal benefits of training and education, and direct incentives, to enhance readiness with the optimal mix of recruitment, retention, performance motivation, and cost.

Objective 4.2.1 – Increase accessibility and affordability of basic entitlements (pay, retirement, housing, and health care).

4.2.1.1 – Pay and compensation.

1. Pursue pay table reform.
2. Pursue OCONUS COLA.
3. Implement Sea Pay reform.
4. Implement BAS and BAH reform.

4.2.1.2 – Retirement.

1. Implement REDUX funding.
2. Explore educational benefits for retirees.
3. Implement Thrift Savings Plan for military members.

4.2.1.3 – Housing.

1. Conduct a thorough review of housing policy with particular attention to the alignment of housing policy and strategic HR intent, and for consistency among policies.
2. Pursue BAH for critical areas.
3. Evaluate the cost/effectiveness of the Leased Housing Program; expand opportunities where possible.

4.2.1.4 – Health care.

1. Provide health risk appraisals and cholesterol screenings to measure the health and fitness status of Coast Guard employees.
2. Provide TRICARE Prime type benefit as the standard health care benefit, including TRICARE Prime Remote.
3. Further develop the Coast Guard health care system of clinics and sick bays ashore and afloat to maximize workforce readiness and assure optimal healthcare for CG members.
4. Implement new pharmacy benefits.

5. Establish Health Services Technician Independent Duty Technician School (HS IDT School).
6. Implement continuing medical education program for Coast Guard EMS providers.
7. Enhance CG Dental Program development by providing CG dental accession training to new dental officers, and providing upgraded professional dental resource materials to all CG dental clinics.
8. Enhance continuing medical education program to all Coast Guard health care professionals.

Objective 4.2.2 – Incentives.

1. Charter a *Sea Duty Task Force* to identify and implement approaches to making sea duty more attractive.
2. Create and publish SOP for SRB use and process of assessment and adjustment.
3. Explore use and cost of A-school bonuses to ensure critical skills are developed to meet requirements.
4. Explore use of incentives to retain members/employees with critical skills or in chronically undermanned specialties (e.g., ACCP, Surfmens, contract specialists).
5. Assess need for and practicality of officer recruiting and retention bonuses.
6. Implement civilian intern program to provide career track opportunities for civilian hires.
7. Assess need for and practicality of using incentives to manage retention of the growing retirement eligible civilian force.

Objective 4.2.3 – Promote organizational efforts to enhance professional and career development.

4.2.3.1 – Assert programmatic guidance over Career Development Advisors. Provide/improve career counseling guidance and tools/methods to assignment officers, command staff advisors, and command master chiefs. Coordinate all with MCPOCG.

Objective 4.2.4 – Develop mechanisms to inform employees of the value of entitlements and benefit programs, provide feedback to HR professionals to improve and adjust these programs, and educate employees regarding program scope and limitations. (Aligned with Objective 4.6.4)

4.2.4.1 – Pursue resources needed to support CG partnership to expand LIFELines website, designed to deliver real-time quality of life information to Team CG members worldwide.

4.2.4.2 - Provide information on program services and benefits through a variety of media including mail-outs, newsletters, health fairs, internet, unit visits, and collateral duty training. Transition health publications to web-based policy.

Objective 4.2.5 – Examine DOD, DOT, other federal agencies, and industry entitlement, earned benefit and training programs to identify potential improvements or additions to Coast Guard programs.

4.2.5.1 – Establish liaison and communication links with DOD entities to ensure CG input to, and (when appropriate) parity to, military entitlements. Monitor quality, efficiency and cost of military programs.

4.2.5.2 – Establish liaison and communication links with DOT, DOD, and OPM entities to ensure CG input to, and (when appropriate) parity to, civilian entitlements. Monitor quality, efficiency and cost of civilian programs.

Strategy 4.3: Increase our capability to promote, adjust, balance, and reconfigure work-life initiatives to enhance readiness.

Objective 4.3.1 – Through partnerships with program managers, and Headquarters and field chains of command, collaboratively communicate workload management and work-life initiatives, and employ strategies that take into account balancing work and life.

4.3.1.1 – Identify workload and work-life issues that prove to be stressful and provide stress management training and education on the importance of balance.

4.3.1.2 – Identify workload and Work-Life issues that decrease productivity, morale, and quality of life and provide holistic health and fitness training to demonstrate the relationship between better health and fitness and productivity, morale, and quality of life.

4.3.1.3 – Deploy Composite Health Care System II (CHCSII) at all Coast Guard Clinics.

Objective 4.3.2 – Create logical linkages between work-life initiatives and Coast Guard performance outcomes.

Objective 4.3.3 – Develop and implement an array of new work-life tools.

4.3.3.1 – Pursue resources needed to support CG partnership to expand LIFELines website, designed to deliver real-time quality of life information to Team CG members worldwide.

4.3.3.2 – Develop quality assurance visit assessment program and tools to support appropriate field work-life programs (employee assistance and family child care).

4.3.3.3 – Deliver an automated Dining Facility Management Program (e.g., SPAWARS) that integrates management and accounting practices and allows for instantaneous assessment of dining facility performance.

4.3.3.4 – Assign additional on-site mental health counselors for high OPTEMPO units.

4.3.3.5 – Implement web-based (distance learning) instructional courses for class “C” and non-resident training.

4.3.3.6 – Promote the use of work-schedule flexibilities, i.e., telecommuting, alternative work schedules, and work-life programs such as child care, elder care and the employee assistance program to enable balancing work and family needs/considerations to promote workforce productivity, recruitment and retention incentives.

Objective 4.3.4 – Examine work-life programs within DOD, DOT, other federal agencies, and industry, to identify potential improvements or additions to Coast Guard work-life programs for all components of the workforce.

4.3.4.1 – Pursue parity for CG child care program subsidies with those of DOD, particularly with respect to funding for child care program subsidies.

4.3.4.2 – Partner with DOD and DOL to implement the Uniformed Services Military Apprenticeship Program (USMAP), and devise a database tracking system to monitor FS advancement, linked with available certification programs (e.g. – USMAP, ACF, IFSEA).

4.3.4.3 – Implement Basic Allowance for Subsistence Reform, as per National Defense Authorization Act mandate, and resolve associated dining facility and workforce issues.

4.3.4.4 – Achieve and maintain accreditation of CG child development centers with the National Association for the Education of Young Children. (NAEYC).

4.3.4.5 – Establish family child care model pilot program designed to improve the quality of child care provided in CG certified homes.

4.3.4.6 – Provide and expand appropriate alternative work schedule flexibilities. Expand telecommuting opportunities; provide supervisors with tools to help them manage telecommuters with greater confidence and less hesitance.

Objective 4.3.5 – Pursue accreditation, certification and credentialing of work-life staff professionals and facilities, and qualifications for Food Service personnel, to improve the efficiency, effectiveness and credibility of these programs.

Objective 4.3.6 – Implement a holistic Health Promotion Program.

4.3.6.1 – Establish reporting system to identify injuries/illnesses resulting from ergonomic causes.

4.3.6.2 – Develop a pilot nutrition course for Food Service Specialists and Health Promotion Managers.

4.3.6.3 - Provide a comprehensive health risk assessment system (Wellsource) with a database capable of providing numerous comparisons on data related to our employees health which can be used to determine future efforts in prevention. Integrate system into CG clinics, as part of quadrennial physical examination cycle, to increase likelihood of early detection of illness and disease.

4.3.6.4 – Create and implement a voluntary standardized physical fitness standard program CG-wide.

4.3.6.5 – Create on-line (distance learning) training courses for tobacco cessation, stress management, and weight management.

4.3.6.6 – Establish a Substance Abuse Free Environment (SAFE) image promotion program, SAFE PATHWAYS, to improve the addictions prevention programs image, and reinforce the Coast Guard's commitment to substance free work environment.

Strategy 4.4: Promote a safe and healthy work environment.

Objective 4.4.1 – Ensure that Coast Guard personnel are protected from exposure to toxic/hazardous materials and hazardous physical conditions (including ergonomic factors) in the workplace and Coast Guard housing, through approved training, educational tools, protective equipment, safe work practices and engineering controls.

4.4.1.1 – Implement biennial aviation unit safety standardization visits.

4.4.1.2 – Implement safety risk analysis oversight program to monitor and ensure field unit risk assessments are comprehensive and standardized.

4.4.1.3 – Support Marine Safety Directorate's Business Plan Safety & Health Requirements, including the development and implementation of safety and health training for response operations, revision and expansion of safety and

occupational health policy specific to marine safety operations, and modernization of safety equipment for marine safety personnel.

4.4.1.4 – Maintain Occupational Medical Surveillance and Evaluation System (OMSEP) to monitor exposure to hazardous/toxic chemicals and hazardous physical agents.

4.4.1.5 - Provide safety and health training and education as required.

4.4.1.6 – Participate in acquisition and redesign of major platforms to ensure that safety and environmental health concepts are incorporated.

Objective 4.4.2 – To reduce the potential for MISHAPS, provide safety and environmental health policy and programs that monitor or provide for monitoring of the work environment for the hazards noted above.

4.4.2.1 – Modernize the Safety and Environmental Health Program Analysis and Communications System by consolidating multiple databases, establishing internet/intranet-based communication systems, standardizing analysis procedures, and incorporating the use of dedicated analysts.

4.4.2.2 – Implement Aviation Maintenance Resource Management (MRM) program to realize mishap reduction through human factors analysis of aviation maintenance programs.

4.4.2.3 – Enhance cockpit voice and flight data recording capacity in our aircraft fleet to allow implementation of a Flight Operations Quality Assurance (FOQA) program to leverage downloading and electronic screening of flight data recorders to detect abnormalities in flight operations.

4.4.2.4 – Reduce civilian workforce injuries and lost production days by implementing the CG Federal Worker 2000 Presidential Initiative Operational Plan.

4.4.2.5 – Reduce the number and severity of motor vehicle mishaps by implementing mandatory defensive driver training, providing emphasis and assistance to field commands, and implementing programs developed by the Joint Services Traffic Safety Team.

4.4.2.6 – Reduce fatigue-related mishaps by developing analytical systems that consider operational, organizational, environmental and human factor elements to assess crew endurance.

Objective 4.4.3 – Establish and fully implement safety and environmental health risk management and risk based decision-making in all Coast Guard operations.

4.4.3.1 – Develop and test protocols to accommodate all operations/platforms as Operational Risk Management responsibilities transition to the MLC (kse) programs.

4.4.3.2 – Implement and maintain an Integrated Safety Risk Management (ISRM) program to enable MLC(kse)'s to conduct comprehensive risk assessments at representative field units, adjust the representative assessments to conform to individual unit characteristics, and prepare unit specific risk profiles.

Objective 4.4.4 – Maintain peak operational readiness and worldwide deployment capability of our Team Coast Guard employees.

4.4.4.1 – Fully deploy and maintain the LifeSaver Program.

Objective 4.4.5 – Ensure that our customers and beneficiaries receive health care and benefits that are appropriate, timely and of appropriate quality.

4.4.5.1 – Minimize administrative burden by enrolling members in TRICARE Prime, maintaining the MLC(k) patient management function, and working with the TMA to improve customer service.

Objective 4.4.6 – For military personnel and their dependents, ensure currency and development of the respective programs (Medical, Dental, Pharmacy, PA/NP, Laboratory & Radiology) required to provide a healthy environment.

4.4.6.1 – Enhance CG Dental Program development by providing CG dental accession training to new dental officers, and providing upgraded professional dental resource materials to all CG dental clinics.

4.4.6.2 – Enhance CG Pharmacy Program development by using Composite Health Care System (CHCS) data to review and manage pharmacy service utilization.

Objective 4.4.7 – Employ a computer based medical information system that will allow for comparison and analysis of various health systems in order to develop an effective business process.

Strategy 4.5: Evaluate our practices and policies related to *intangible motivators* to determine potential for enhancing and influencing development of work environment and employee support climate initiatives.

Objective 4.5.1 – Identify and categorize intangible motivators; review objectives and document assumptions about the causal paths by which intangible motivators influence readiness through affiliation and performance. Leverage potential opportunities for capitalizing on identified intangible motivators.

4.5.1.1 – Measure the effect that the Coast Guard Excellence in Food Service (CGEFS) Awards program and other motivational programs have on member retention and mission support.

4.5.1.2 – Document assumptions about the connections among health promotion and readiness, work-life balance, and peak performance of members. Examine how factors such as reduced risk of heart disease, cancers, injuries, improving quality of life through healthy living, increased morale, productivity, and pride contribute to performance.

4.5.1.3 – In conjunction with Future Force 21 initiatives (particularly the force management systems in Strategy 1.11 and Objective 1.11.3) exploit opportunities to adjust existing processes (assignment, advancement, selection for training, etc.) to provide employees opportunities for more participation in decisions that affect their work and lives.

Objective 4.5.2 – Determine the feasibility and appropriateness of evolving selection and assignment processes toward an emphasis on matching individual strengths and talents to work, jobs, and careers.

4.5.2.1 – Sponsor a leadership forum at USCGA to explore the concept of The Gallup Organization's *Strength Based Organization*.

4.5.2.2 – Test Gallup's *Strength Finder*® instruments, and similar alternatives, for feasibility as selection tools for special assignments (e.g., recruiters, recruit company commanders, instructors, assignment officers, program reviewers). Conduct selection and classification validation research.

4.5.2.3 – If indicated, implement strength or talent measures at entry points. Use results, coupled with realistic job previews, to match entry training and education graduates (recruits, officer candidates, cadets, and civilian applicants) to jobs and careers.

Objective 4.5.3 – Implement or disseminate initiatives derived from the Leadership Development Program and associated leadership initiatives. Develop and maintain systems to support leadership at all levels, for all members, emphasizing leaders' understanding and commitment to people and promoting enrollment in Coast Guard values.

4.5.3.1 – Integrate health promotion into the LDC curriculum, to identify how leadership can enable the health promotion process.

4.5.3.2 – Sponsor and support the availability and use of a workplace survey instrument to facilitate supervisor-workgroup discussions about the workplace factors that influence satisfaction, commitment, and performance (e.g., Gallup's

12 Question Survey). Make this available to all units on a voluntary basis and promote its use. (See Objective 1.6.2).

Objective 4.5.4 – Develop additional plans, policies, and practices to implement appropriate elements of the *Diversity Management Strategy* (e.g. – target mix of ethnicity, gender, and skill sets) and *Workforce 2015 Strategy* to maximize the benefits of a diverse workforce and create and maintain an attractive and competitive presence in target labor market.

4.5.4.1 – Conduct second cycle of the Workforce Cultural Audit. (See Objective 1.6.2).

Strategy 4.6: Develop and continually improve partnerships and customer relationships to enhance the planning, delivery, and communication of work environment and employee support climate products and services now and in the future.

Objective 4.6.1 – Continually emphasize senior leadership commitment to work environment and employee support climate initiatives.

Objective 4.6.2 – Establish partnerships with field and program managers to determine current and future work environment and employee support climate needs and potential improvements.

4.6.2.1 – Implement DOT Labor Relations Strategic Plan to promote collaboration between labor and management and maintain a positive labor relations climate.

Objective 4.6.3 – Working with support system delivery partners (e.g., G-S, MLC, and ISC's) investigate and capitalize on opportunities to improve the delivery of products and services to employees. (Align with Objective 1.1.2).

4.6.3.1 - Integrate Coast Guard Auxiliary health care providers into clinics to augment clinic staffs.

4.6.3.2 - Using the criteria described in *the Business Model for the Coast Guard's HR System*, determine the methods by which products or services will be delivered. Some services, such as career counseling incident to reassignment, are logically located with the assignment process (currently centralized for active military, decentralized for reservists, and local for civilian employees). Other services, such as spiritual counseling or medical service, are best delivered in a decentralized scheme, closer to the member. Using the criteria pointed to above, a rational decision can be reached about who will be the primary provider (G-W, MLC, ISC, Unit, other party, etc.).

Objective 4.6.4 – Examine alternative methods of communication to improve ability to exchange work environment and employee support climate information to/from Team Coast Guard.

4.6.4.1 - Design multi-channel methods to quickly and continually communicate work environment and support climate information to employees to help educate members regarding program scope and limitations. Transition HR information to a comprehensive, web-based, system of communication (push and pull, broadcast capability).

4.6.4.2 - Design sensors to determine if the mix of products and services is achieving the desired result; sensors and channels for employees and members to communicate their needs and expectations about the work environment and employee support climate (align with Objective 1.6.2).

4.6.4.3 – Develop accounting methods that will facilitate efficient and flexible allocation of discretionary expenditures to make better marginal investments.

Objective 4.6.5 – Evaluate effectiveness of existing delivery infrastructure (medical providers, health promotion managers, wellness coordinators, career development advisors, housing officers, training officers, etc.); provide training, information, standards, performance criteria; revise/update necessary.

Objective 4.6.6 – Establish a formal process for review and revision as appropriate, of existing work environment and employee support climate policies and management practices; ensure integration with other related human resource issues.

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LEXICON

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Capability: The necessary people, systems, information, support, and policy to conduct missions.

Capability Goal: What we hope to achieve or influence as an organization. Everything we expend effort and resources on - including programs, policies, assets, activities and requirements - should ultimately be traced to achieving our goals. Goals are typically viewed as having a 5-year lifespan. For example, one of our G-W goals is to "Acquire the workforce of the future".

Career Entry and Progression: The avenues by which our people enter each Workforce Component and by which many progress during their career.

Continuous Learning: The rates of change in technologies and societies demand that future leaders continue to learn throughout their careers.

Employee Support Climate: Encompasses services, benefits and policies, including but not limited to military entitlements (pay, retirement, housing, health care), civilian earned benefits (retirement, health care benefits, life insurance), work-life programs, training (professional development and career enhancement), and intangible motivators (equitable treatment, dignity, control over destiny, growth, trust, and meaningful work).

Essential Force Characteristics: Critical capabilities for the future Coast Guard workforce.

Human Resources System Management: The systems by which we manage Coast Guard Workforce Components with regard to compensation, assignments, recruiting, retention, and force shaping.

Independence and Innovation: Tomorrow's leaders will have to demonstrate high levels of independent judgement in carrying out missions and making business decisions. Creativity and adaptability are necessary to get maximum advantage from advanced business practices, technology innovation and new operational concepts.

Individual Sense of Commitment: A sense of commitment to service will be ever more important. This commitment is important not only in maintaining individual leadership, motivation, and dedication to task, but to serve as an example to new members of the workforce.

Languages and Cultural Understanding: The future workforce must have broader language skills and cultural understanding with an increasingly multi-national character of our military and business partners.

Leadership and Business Management: Leaders will have to deal increasingly with individuals outside their own organization – whether in coalition operations with military counterparts, foreign governments, non-government organizations, or with business – mega-corporations, small businesses, multi-national business partners, and the media.

Measure: A quantifiable value that reflects progress toward achievement of a specific goal, strategy or objective.

Objective: A time-phased, measurable accomplishment required to implement a strategy, or achieve a goal and identify resource requirements. Objectives are typically viewed as current year initiatives. Following the examples above, a supporting Objective could be to "Establish a cross-functional recruiting guidance team".

Strategy: A deliberate, planned action or decision taken to achieve a particular goal or results. Strategies are typically viewed as having a 1 to 3 year life span. As an example, under the Goal mentioned above, a supporting Strategy could be to "Maximize the Coast Guard's effectiveness and efficiency to recruit an integrated workforce (active duty, civilian, reserves and auxiliary)".

Technical Competence: Acquiring, operating, and maintaining future complex equipment will require enhanced knowledge, skills and ability as more sophisticated technology is integrated into the nation's platforms and command and control systems.

Work Environment: Encompasses health, safety, ergonomic and other environmental factors.

Workforce Structure: The composition of each "Force" Component to match the identified "Work" needs. This structure includes the number of Apprentice, Journeymen, and Masters that are required not only to accomplish the "Work," but to sustain that Workforce Component to continue to meet those requirements into the future.

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III. RESOURCE IMPLICATIONS

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<p>Appendix A: Resource Requirements</p> <ol style="list-style-type: none"> 1. +/- RP / reinvestments 2. LCP 	<p>This appendix provides directorate/program/unit specific information regarding resource/budget implications of proposed activities for the coming 5 years. It should also discuss major cross-programmatic issues that require higher level coordination or attention.</p>
<p>Appendix B: Capability Requirements</p> <p>Program input to Agency Capital Plan. (Inventory, service lives, gaps, etc.)</p>	<p>This appendix will provide input to the FY02 Agency Capital Plan. Using the inventory pages contained in the FY01 ACP, modify as appropriate to discuss current employment, capability, future requirements, gaps, excess capacity and cost/savings.</p>
<p>Appendix C: Budget/Spend Plan</p>	<p>This appendix takes the currently required annual spend plan and directly associates it with the program's performance goals and intended outcomes.</p>
<p>Appendix D: RDT&E Requirements</p>	<p>This appendix specifically identifies major R&D needs associated with program activities.</p>
<p>Appendix E: Human Resource Requirements</p> <p>A prioritized program forecast of the human resources capabilities necessary for the proposed activities for the coming 5 years.</p>	<p>This appendix discusses specific human resource needs and implications of directorate/program performance goals and activities. It provides the basis for planning and managing the workforce, including size, structure, skills, future needs and opportunities for innovation.</p>
<p>Appendix F: Systems Requirements</p>	<p>This appendix focuses on customer-supplier alignment. Include overall logistics requirements (IT, data management, etc.). It supplements but does not duplicate IT system hardware requirements discussed in the ACP.</p>
<p>Appendix G: Prior-Year Performance Report</p> <ol style="list-style-type: none"> A. FY-1 Program Performance Report (For G-O/M, this is specific input to annual CG performance report) B. FY-1 Program financial report 	<p>This two-part appendix is a comprehensive FY-1 performance report for the directorate/program. Reporting of performance goal attainment is formatted for inclusion in the annual CG performance report. Support program report is for internal management. Financial performance is for-matted for inclusion in the annual financial report.</p>

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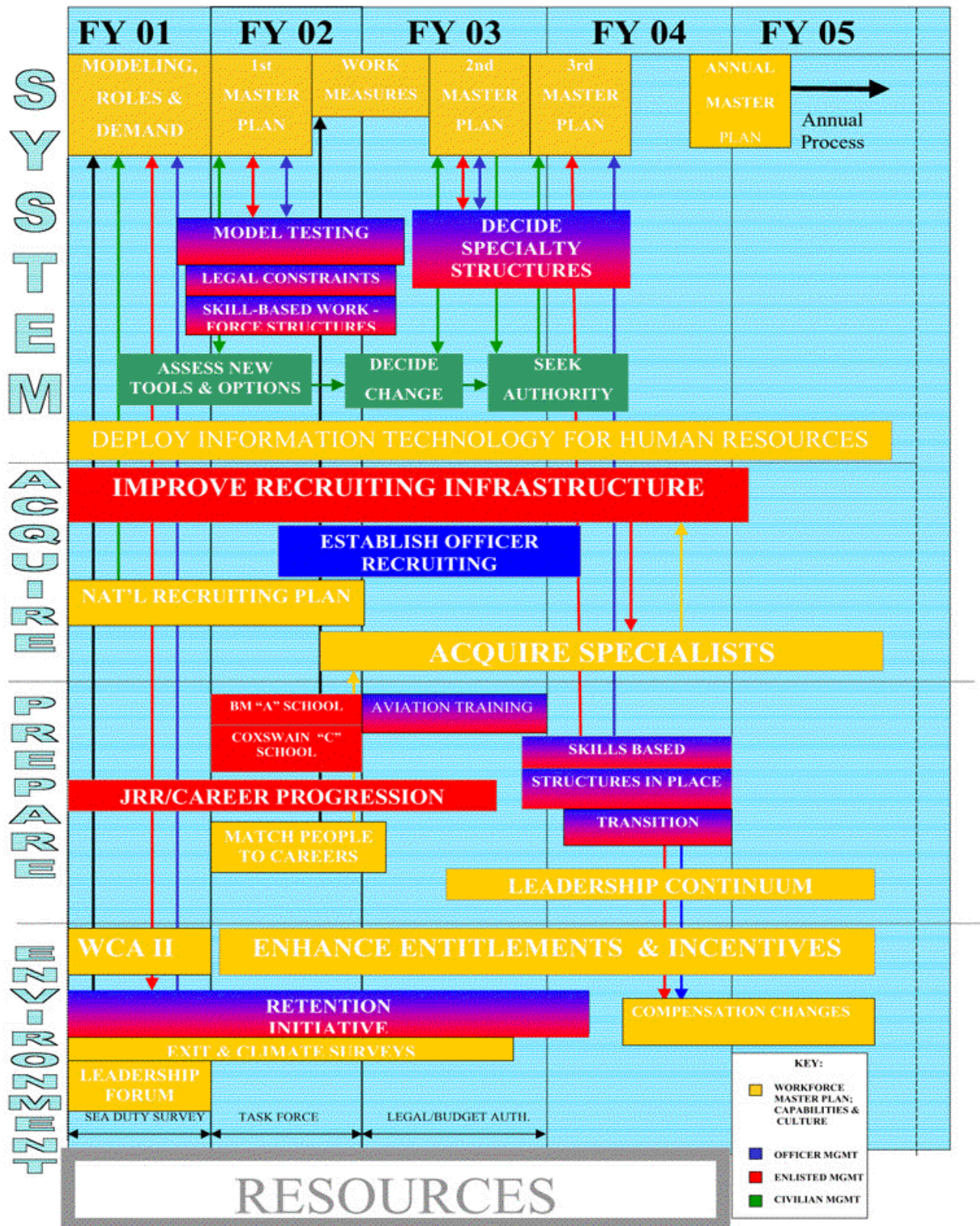
APPENDIX A: RESOURCE REQUIREMENTS

RESOURCE REQUIREMENTS

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Resource requirements are depicted in the graphic on the adjacent page. These requirements are further documented during the annual budget build process. In G-W, all requirements are integrated into requests that support this overview of our requirements. Each initiative listed will have a full Strategic Resources and Measurement Worksheet developed to list in detail the plan to implement & measure the initiative.

G-W 2001-2005 BUSINESS PLAN



Fiscal Year 2001

ACCOUNTS	Draft Opstage	FY01 Projected Costs	FY01 Projected (Shortfall)/Surplus
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Grand Totals:	\$ 2,954,779,801	\$ 2,958,779,801	\$ (4,000,000)
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Fiscal Year 2002 OST PASSBACK

	FTP		FY02	OST PASSBACK		
	MIL	CIV	Request	Funding	MIL	CIV
<u>II. BUILT-IN CHANGES</u>						
Escalating Health Care Costs	0	0	32,700	32,700	0	0
Civilian Workforce Restoration & Mandatory Expenses	0	0	3,650	0	0	0
Increasing Training System Costs	0	0	7,000	0	0	0
Military Pay & Allowances (Active Duty Workforce)	17	0	24,879	23,980	0	0
Compensation Parity	0	0	18,800	18,800	0	0
Restore Military Pay and Benefits	0	0	2,700	0	0	0
CG Headquarters Programs and Units Restoration	0	0	5,000	0	0	0
DoD Authorization Act Items	0	0	34,500	34,500	0	0
SUBTOTAL, CATEGORY II	17	0	129,229	109,980	0	0
<u>IV. NEW / ENHANCED INITIATIVES</u>						
Workforce Recruitment and Retention	3	10	12,674	5,800	3	0
Funeral Honors Duty	0	0	200	200	0	0
Optimize Operational Training	41	0	1,463	1,463	41	0
Optimize Accession Training	38	6	3,518	3,518	38	6
SUBTOTAL, CATEGORY IV	168	16	20,755	13,861	82	6
GRAND TOTAL, CATEGORY I-IV	185	16	149,984	123,861	82	6

Fiscal Year 2003

Budget (projected)

Title	Approp	Lead Dir	BUDCAT	\$	FTP	Capability
HR Measurement System including WCA	OE	G-W-2	IV	\$100	2	1
DOD Compensation Parity	OE	G-WPM-2	IV	\$420		1
Workforce Analytical System	OE	G-WRI	IV	\$670		1
G-WP Billet Requests	OE	G-WPM	IV	\$789	16	1
Develop Force Optimization/ HR Capability	OE	G-W-2	IV	\$488	2	1
National Recruitment Plan	OE	G-WPC	IV	\$21,475	119	2
Telecommuting Initiatives	OE	C-WPM	IV	\$649		2
Reserve Strength	RT	G-WTR-3	NA	\$4,100	37	2
PPA 1 Current Services	OE	G-WRP	II	\$58,723		3
Cape May Modernization - Recruit Learning Resource Center	OE	G-WTT	IV	\$468		3
Leadership Continuum Development	OE	G-WTL	IV	\$2,265		3
Voluntary Education DANTES - CLEP - College Credit	OE	G-WTT	IV	\$382	3	3
CG Academy Accreditation Initiative	OE	G-WTT	IV	\$2,482		3
Hardware Software for Performance and Training Technologies	OE	G-WTT	IV	\$1,500		3
Workforce 2015	OE	G-WPM	IV	\$300		3
AFC-57 Changing Programs	OE	G-WRP	IV	\$33,400		4
CG-DOD Work-Life Parity	OE	G-WKW	IV	\$7,250	44	4
Chief of Staff Mandated Aviation Safety Enhancements	OE	G-WKS	IV	\$2,100		4
Develop HS Independent Duty Resident Training Course	OE	G-WKH	IV	\$366		3
DOD Authorization Act (Retired Pay)	RP	G-WRP	NA	\$25,100		4
DoD Authorization Act Items	OE	G-WRP	II	\$120,000		4
Implement Life Saver Training and EMS System	OE	G-WKH	IV	\$890		4
Medical Entitlements for Retirees Over 65	RP	G-WRP	IV	\$45,700		4
Military Pay and Allowances (Active Duty Workforce)	OE	G-WPM	II	\$41,999	15	4
Occupational Safety & Health Risk-Based Decision Making	OE	G-WKS	IV	\$1,400		4
Workplace Environmental Retention	OE	G-WKW	IV	\$2,440		4
Anthrax Vaccine Immunization Program (AVIP)	OE	G-WKH	IV	\$1,041		4
Aviation Safety (Maintenance Training)	OE	G-WKS-1	IV	\$337	1	4
CG Clothing Design & Technical Office Personnel	OE	G-WPM	IV	\$150	1	4
External Accreditation (G-WKH-2) & Epidemiology	OE	G-WKH	IV	\$165		4
Housing Mgmt Info System Support & Maintenance	OE	G-WPM	IV	\$300		4
Voice & Flight Data Recorders - HU-25 & HC-130 Aircraft	AC&I	G-WKS-1	NA	\$9,900	1	4

Total OE	302,549	203
Total AC&I	9,900	1
Total RT	4,100	37
Total RP	70,800	0

Fiscal Year 2004-2005 Threat Matrix

AFC	Threat	Estimated Cost	Probability
01	Military Pay and Allowance	\$24,879,000	50%
01	Govt Funded Move not Required to Draw MIHA	Estimate Pending	50%
01	Change PCS Travel Per Diem Rates	\$6,900,000	50%
08	OPM Special Salary Rate	\$1,300,000	50%
08	COLA Settlement - Salary adjustment	Estimate Pending	100%
20	DOD Compensation Parity	\$40,000,000	50%
20	Revision to Allowance for TLE	\$1,000,000	50%
20	Unaccompanied Tour at First PDS	Estimate Pending	50%
20	Full Service Move Project (Full Impl.)	\$70,000,000	<20%
20	DLA for First Termers	\$2,300,000	50%
20	HHG Shipping Incentive	Estimate Pending	50%
20	Property Claims / Replacement Value	Estimate Pending	50%
20	HHG Shipping Incentive	Estimate Pending	50%
30	G-WPX Request	\$2,325,010	50%
30	Workforce 2015	\$-	50%
30	Advertising	\$5,618,573	50%
30	Uniforms	\$203,500	50%
30	CDTO Natick	\$150,000	50%
30	Civilian Personnel Tools	\$100,000	50%
30	DOD Compensation Parity	\$420,000	50%
30	Fees for Storage of Federal Records	\$250,000	50%
30	CGPC Technology Expense	\$370,689	50%
30	CGPC Operating Expenses	\$397,400	50%
30	G-WPM Technology Costs	\$343,000	50%
30	Laptop Computers Replacement Costs	\$348,000	50%
30	Workforce Forecasting and Analysis	\$475,000	50%
	CGPC Operating Expenses	\$539,200	50%
	Implementation of New EPEF	\$50,000	50%
	Housing Expenses	\$512,000	50%
	OCONUS Emergency LV Trvl Costs (MLCPAC)	\$91,000	50%
	ATU33 Trvl to Obtain Health Care	\$300,000	50%
	FY03 DOD Authorization Act	\$69,600,000	50%
56	AFC-56 Base Restoration	\$20,400,000	50%
57	Reserve Dental Plan	\$630,000	100%

Total Estimated Threat	\$231,256,022
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FY2001 G-W PAL

Dist	Opfac	Unit Name	CO	WO	Enl	Mil	RCO	RWO	RENL	RMIL	CIV
24	64125	CG TRNG QUOTA MGT CEN	2	0	9	11	0	0	0	0	3
27	47950	CG UDC	0	2	1	3	0	0	0	0	26
53	47400	CG HRSIC	4	9	150	163	4	0	20	24	113
60	18301	CGC EAGLE	3	2	29	34	0	0	4	4	0
60	60100	CG ACADEMY	149	13	234	396	0	0	8	8	168
71	62100	CG INSTITUTE	3	2	18	23	0	0	0	0	8
74	61200	CG TRACEN PETALUMA	24	7	258	289	0	0	2	2	55
75	63100	CG TRACEN YORKTOWN	87	16	368	471	9	0	53	62	52
77	67100	TRACEN C MAY OFF OF CO	38	9	249	296	0	0	0	0	55
78	61300	AVTTCEN COMMAND STAFF	3	3	70	76	0	0	0	0	5
79	47900	CG PERSONNEL COMMAND	57	34	335	426	0	0	25	25	154
98	70098	HQ G-W STAFF	111	23	32	166	6	0	1	7	104
99	66206	CGLO REP PENSACOLA	0	0	2	2	0	0	0	0	0
99	66215	CNATT CORPUS CHRISTI	6	0	0	6	0	0	0	0	0
99	66217	CGLO PENSACOLA (INST)	23	0	1	24	0	0	0	0	0
Total			510	120	1756	2386	19	0	113	132	743

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APPENDIX B:

CAPABILITY REQUIREMENTS

CAPABILITIES REQUIREMENTS[Back to Table of Contents](#)

The following tables provide prioritized listings of the Major AC&I and Housing projects contained on the Shore Facilities Requirements List (SFRL). For additional information concerning G-W capital assets, see COMDTINST M7132.1D, U. S. Coast Guard Fiscal Year 2001 Agency Capital Plan.

SFRL - Coast Guard Major AC&I							
ATU	SFRL	BENEFITTING UNIT	PROJECT DESCRIPTION	FY	EST (000)	EXECUTION	G-W PRIORITY
77	S4001	TRACEN CAPE MAY	STEAM PLANT REPLACEMENT	2001	5,800	FDCC LANT	
75	L9001	TRACEN YORKTOWN	ADDITIONAL POTABLE WATER FEED	2003	1,400	FDCC LANT	4
77	L00001	TRACEN CAPE MAY	CONSTRUCT SHIP MOCK UP	2003	3,300	FDCC LANT	1
77	X3860	TRACEN CAPE MAY	HARBOR EROSION CONTROL		2,100	FDCC LANT	8
75		TRACEN YORKTOWN	ROOF REPLACEMENTS	2005	2,395	FDCC LANT	9
75		TRACEN YORKTOWN	AIR CONDITIONING REPLACEMENTS	2003	1,000	FDCC LANT	7
75		TRACEN YORKTOWN	ROAD REPAIRS	2005	1,022	FDCC LANT	10
75		TRACEN YORKTOWN	REPLACE WATER SUPPLY/FIREFIGHTING	2005	5,310	FDCC LANT	6
75		TRACEN YORKTOWN	CLASSROOM REPAIR/REHAB	2003	3,897	FDCC LANT	5
78		ATTC	NEW POOL (AST/RESCUE SWIMMER)	2003	3,000	FDCC LANT	3
74		TRACEN PETALUMA	REHAB STEADMAN HALL (BARRACKS)	2003	2,000	FDCC PAC	2

SFRL - Coast Guard Housing						
ATU	SFRL	BENEFITTING UNIT	PROJECT DESCRIPTION	FY	EST (000)	EXECUTION
17	X3801	MSO VALDEZ	FAMILY HOUSING IMPROVEMENTS	2001	2,400	FDCC PAC
33	X4039	ISC KODIAK	AV HILL HSG PH IIIB - 16 UNITS	2001	5,400	FDCC PAC
14	X2420	AIRSTA BARBERS POINT	CONSTRUCT WATCHSTANDER BERTHING	2001	2,200	FDCC PAC
			FY 2001 (OP STAGE) TOTAL		10,000	
33	X4040	ISC KODIAK	HOUSING PH IV - 16 UNITS	2002	8,000	FDCC PAC
32	L00004	ACTIVITIES NEW YORK	FT WADSWORTH SPRINKLER SYSTEM PH I	2002	3,000	FDCC LANT
			FY 2002 (OST STAGE) TOTAL		11,000	
33	S	MSO VALDEZ	FAMILY HOUSING IMPROVEMENTS PHASE II	2003	2,550	FDCC PAC
32	L	ACTIVITIES NEW YORK	FT WADSWORTH SPRINKLER SYSTEM PH II	2003	3,500	FDCC LANT
5	L7002	GP EASTERN SHORE	REPLACE WALLOPS ISLAND HOUSING	2003	6,300	FDCC LANT
32	X4004	S/C ELIZABETH CITY	REPLACE BARRACKS/THRUN HALL	2003	6,000	FDCC LANT
			FY 2003 (RP STAGE) TOTAL		18,350	
			UNPRIORITIZED POTENTIAL AC&I SHORE CONSTRUCTION - PLANNING WORKLOAD			
1	L7002	GP LONG IS SOUND	ANSONIA/MILFORD 32 UNIT REHAB		1,600	FDCC LANT
1	X3533	BASE S. PORTLAND	RENOV BARRACKS		1,000	FDCC LANT
1	L00003	STA MONTAUK	CONSTRUCT 3 HOUSING UNITS		900	FDCC LANT
5	L7001	GRU HATTERAS	NEW UPH		1,200	FDCC LANT
7	X3661	STA ISLAMORADA	FAMILY HSG 16 UNITS		1,600	FDCC LANT
7	X3662	STA MARATHON	FAMILY HSG 12 UNITS (REPL-4, NEW-8)		2,800	FDCC LANT
8	L00001	SSD GREENVILLE	PROVIDE FAMILY HOUSING		500	FDCC LANT
9	L8002	A/S TRAVERSE CITY	CONSTRUCT 30 FAM HSG UNITS -PH I		5,900	FDCC LANT
9	L8002	A/S TRAVERSE CITY	CONSTRUCT 30 FAM HSG - PH II		6,100	FDCC LANT
17	S9002	CGC SWEETBRIER	REPLACE HOUSING		8,500	FDCC PAC
21	S9012	CAMSPAC	UPH		UNKOWN	FDCC LANT
33	S7002	ISC ALAMEDA	BAY AREA HSG PH II - IMPROVE NOVATO ELECT		1,300	FDCC PAC
33	S	ISC KODIAK	CONSTRUCT 111 FAMILY HOUSING (NIMETZ)		44,000	FDCC PAC
60	L8001	CG ACADEMY	CHASE HALL BARRACK RENOVATION PHASE 1		2,000	FDCC PAC
60	L9002	CG ACADEMY	CHASE HALL BARRACKS RENOVATION PHASE II		2,000	FDCC PAC
60	L9003	CG ACADEMY	CHASE HALL BARRACKS PHASES III & IV		6,000	FDCC PAC
			PLANNING WORKLOAD BACKLOG TOTAL		85,400	

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APPENDIX C:
BUDGET/SPEND PLAN

Fiscal Year 2001

ACCOUNTS	Draft Opstage	FY01 Projected Costs	FY01 Projected (Shortfall)/Surplus
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Civilian and Military Pay, PCS, Medical and Training Accounts

AFC-01 Military Pay:	\$ 1,505,197,060	\$ 1,505,197,060	\$ -
AFC-08 Civilian Pay:	\$ 259,000,000	\$ 259,000,000	\$ -
AFC-20 PCS:	\$ 78,749,578	\$ 78,749,578	\$ -
AFC-56 Training:	\$ 36,639,390	\$ 36,639,390	\$ -
AFC-57 Medical:	\$ 182,631,865	\$ 182,631,865	\$ -

G-W AFC30 Workforce Restoration:

AFC30 & Recruit Cost:	\$ 5,988,000	\$ 5,988,000	\$ -
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G-W AFC30 funds, excluding workforce restoration

AFC-30:	\$ 28,198,908	\$ 28,198,908	\$ -
Impending tax	\$ -	\$ 4,000,000	\$ (4,000,000)

Reserve Pay Accounts

AFC-90:	\$ 80,375,000	\$ 80,375,000	\$ -
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Retired Pay/Medical Accounts

AFC-72:	\$ 673,000,000	\$ 673,000,000	\$ -
AFC-73:	\$ 105,000,000	\$ 105,000,000	\$ -

Grand Totals:	\$ 2,954,779,801	\$ 2,958,779,801	\$ (4,000,000)
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G-W FY01 AFC 30 SPEND PLAN		
	<u>Initiative Title</u>	<u>Amount</u>
G-WR	Workforce Restoration Funds	\$2,495,000
	SOF Non-Pay Cola	\$596,685
	Federal Employee Compensation	\$7,129,165
	Unemployment Compensation	\$3,199,000
	Working Capital Fund	\$2,326,266
	Retired Pay Actuarial Report	\$34,000
	Program Support Travel	\$145,300
	Program Support Supplies/Comms	\$45,940
	Dental M.M. Academy	\$3,036
	NHTSA Liaison Billet	\$12,142
	AC&I Admin	\$34,785
	Reserve Training	\$91,094
	CGHRMS	\$4,074,000
	Unit Travel Claim System	\$159,000
	Imaging/ISTR	\$60,000
	CGI/SDA II	\$16,000
	CHCS T1 Circuit Cost	\$136,000
	CGES Overseas Shipping (Pending Opstage)	\$1,234,000
G-W-2	HR Professional Development	\$13,000
G-WK	ADM/Deputy Travel/Program Adm Travel	\$60,900
	Administrative Supplies	\$41,140
	PHS Uniform & Recruiting	\$12,200
	Emergency Med Services/Readiness	\$15,300
	Disease Surveillance	\$20,000
	Lifesaver Program	\$70,000
	Clinic Certifications	\$15,800
	National Practitioners Database	\$3,000
	CHCS Mis Travel	\$30,000
	Other Health Insurance (OHI)	\$10,000
	Tricare Marketing & Travel	\$15,000
	Mishap Investigations & Analysis	\$45,700
	Aviation Ops Risk Analysis/Management	\$27,000
	Joint Service / Agency Safety	\$7,500
	Housing Environmental Risk Support	\$18,000
	AFC 56 Training Support	\$22,000
	Shore Safety Risk Analysis	\$17,800
	Mar Safety Op Risk Analysis	\$10,000
	ISSA Hazmat Info System	\$15,800
	Fatigue & Stress Reduction Study	\$25,000
	ERGO Devel Program	\$10,000
	OMSEP Support	\$25,000
	CG Risk Based Decision Making Initiative	\$12,200

G-W FY01 AFC 30 SPEND PLAN

WK (cont)

TCT Course Material Management & Measurement	\$43,400
Afloat Risk Management Program Support	\$20,000
US Navy Support of CG Vessels Surveys	\$5,000
Addictions Program	\$105,000
Health Promotions Program	\$110,700
Food Services Program	\$72,000
Employee Assistance Program (EAP)	\$1,319,350
Transition & Relocation Assistance Program	\$346,600
Child Care & Family Programs	\$592,860

G-WP

Workforce Planning(WP-1)	\$14,900
Civilian Personnel Policy/Programs (WPC)	\$76,050
USN Video Tape Service	\$273,000
Athlete Yr/ DoD Mil Sports Program	\$8,000
Uniform Reimbursement Program	\$186,500
Misc Adm Support/Supplies	\$45,832
Program Support Travel (Misc)	\$35,584
Federal Records Storage	\$250,000
Contract Office Support	\$108,500
DNA Support	\$25,000
Urinalysis Program	\$225,000
Uniform Distribution Center Operation Base	\$186,135
USN Clothing Facility CDTO	\$150,000
New Uniform Develop/Testing	\$50,539
RAPIDS Program	\$410,000
TOPS Interface	\$390,000
Retiree Council	\$10,000
DEERS/RAPIDS Travel	\$4,000
Medals & Awards Program	\$37,000
Housing Management Program	\$419,000

G-WT

WTT/WTL Program Support Travel Costs	\$199,630
Adm Support/Supplies	\$22,500
Leadership Newsletter	\$5,000
CGA Board of Trustees	\$7,000
Training Directives Support	\$10,000
NNOA/ANSO/WOPA	\$37,000
TQC Lease & data Line	\$47,700

G-W(a)

Deepwater Program	\$16,375
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\$28,198,908

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APPENDIX D:

RDT&E REQUIREMENTS

RDT&E REQUIREMENTS

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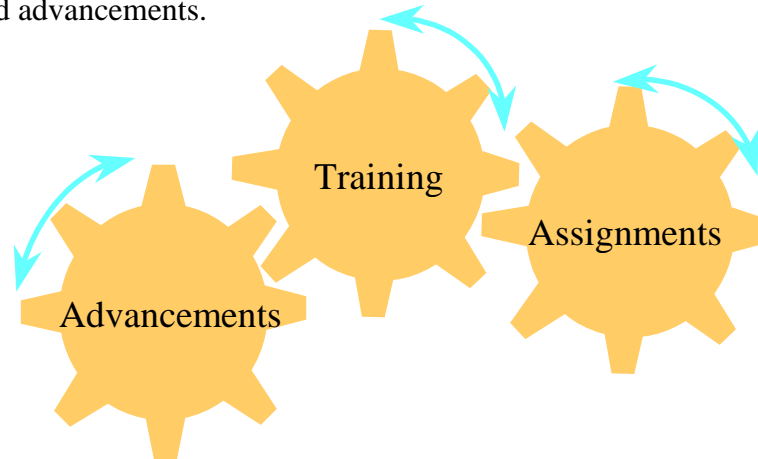
As G-W continues to progress on the Human Resource Master Plan, the continuing need to model sections of the workforce will continue to become more important.

The current Workforce Turbulence Model project is the entering project which will progress into further model applications, as well as a master model which will link the other models together to accurately depict our workforce.

The problem statement for the current project sheds insight into future requirements:

We do not adequately understand the cause and effect dynamics of the enlisted workforce system, and therefore are hampered in our efforts to create policies to best shape and manage the enlisted workforce for the 21st century. Too often, variables seem to be in conflict instead of working together to meet the needs of the service. We need to know more about the relationships among the variables: cause and effect, relative influence, magnitude, etc. Several examples of dynamic variables within the workforce include: assignment policies, advancement system, readiness, tour lengths, geographic stability, billets and skills required, role and size of the General Detail, training and qualifications, temporary active duty deployments, and the relationship among different workforces (active duty, reserve, auxiliary, civilian).

The intersection of three larger processes that often oppose one another are training, assignments and advancements.



Each process tends to have its own direction and velocity without taking into account how it affects or is affected by the other two (you might think of this as each gear above being driven by its own engine). This misalignment causes our system, as a whole, to bog down and leads to excessive turbulence in the system. This turbulence may be in the form of excessive training with minimal return on investment, lower than average time in grade due to advancement that may lead to reassignment, etc. Improvements in any of the three may actually make the overall system worse, thus increasing system turbulence.

In addition to our lack of understanding of the ways our processes interact, we all have hypotheses as to what factors may cause this turbulence and how we might be able to minimize it. Unfortunately, we do not yet have a way to test them. We desire a general simulation model that will allow policy makers to both understand the system and its dynamics and to do “what-if” scenarios to ascertain long and short-term impacts to the system based on those dynamics. There are many scenarios that will need to be tested over time, but to do so without a basic system model could very well lead to sub-optimization, unintended consequences, short-term benefits with long-term pain, etc.

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APPENDIX E:

**HUMAN RESOURCE
REQUIREMENTS**

HUMAN RESOURCE REQUIREMENTS

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The Coast Guard does not generally view HR planning and management as a professional endeavor (discipline). Most of the people who work in the human resource system, are not HR specialists. As a result, policies and practices are sometimes uncoordinated and ineffective, often yielding symptomatic relief at the expense of the long term. The policies and practices may not be connected to desired HR results, are unmeasured, and may not contribute favorably to the Coast Guard's missions. Also, having no disciplined means by which to prioritize their work, HR people may wind up working hard on whatever comes in the door next, resulting in a terrific waste of scarce resources and further ineffectiveness.

The nature of the work of the HR organization is more complex than a simple inventory problem. Multiple stakeholders, multiple objectives, multiple time horizons, long lead times required to produce qualified people, the constraints imposed by a military workforce structure, lack of control over many of the tools (e.g., compensation) that could be used to shape the force, add unimaginable complexity to the challenge of providing productive and committed people to get the CG's work done. The challenge is beyond the grasp of even the finest and brightest, who cannot possibly manage such a system without the knowledge, tools, teamwork, and dynamic analytic framework that are *sine qua non* in today's HR management world.

Strategy 1.7, summarized here, describes our intent to develop a professional HR capability, military and civilian. We will identify and analyze HR system billets, our current skill level, and the flows into and out of HR system billets (or HR system related billets). If practical, we will develop HR system "pyramids" for officer and enlisted career fields; create career maps for "W" officers, enlisted HR specialists, and civilian HR specialists. This will require adjusting assignment/reassignment policies, officer promotion board precepts, and require that we design the need for HR system management skills into any new promotion and management systems. All of this will be facilitated by use of minimum personnel qualification standards for HR system assignments (PQS), and an HR system orientation skill development program.

Once we have identified the work to be done, and who will do it, we can staff the HR system appropriately (**Strategy 1.8**).

In short, we have two strategies in play that would put us in a position where we could develop a true and useful Appendix E. However, even knowing what we need will not be sufficient. We must further pursue the elements of **Strategy 1.1** in order to establish performance standards for HR system products and services jointly with stakeholders.

Current Appendix E submissions strive to be meaningful, but this effort continues to fall short. Currently, the best Appendices E suggest the types of people, in the broadest terms, needed for the next five years. Our **Strategy 1.2** (Manage the 21st Century Skill Inventory) specifically calls for us to leverage partnerships described in Strategy 1.1 to develop a clear understanding of the need for people, skills, knowledge, and experience—now and in the future. We must develop and install a continuous, repeatable, and consistent process to capture information about current

and future HR requirements, and design and implement a process to capture future skill and knowledge requirements in a way that enables the effective, efficient, and consistent supply of human resources to unit commanders.

When the objectives under these four strategies are achieved, we and our business partners in G-O, G-M, G-S, G-A, G-L, and G-H will be able to provide meaningful Appendices E to their business plans *within a common, mutually understood, and actionable framework*

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APPENDIX F:

SYSTEMS REQUIREMENTS

SYSTEMS REQUIREMENTS[Back to Table of Contents](#)

G-W will need systems to support efficiently managing the 21st Century skill inventory as noted to:

- Complete implementation of PeopleSoft Human Resource Management (HRMS) TM system for all workforce components (active, reserve, civilian, military retired, auxiliary).
 - Provide information technology (IT) capabilities recognized as the implementation of best HR practices. Provide military payroll for active, reserve, military retiree and military annuitants. (Note: Civilian personnel transaction processing will continue to be accomplished by DOT).
 - Implement commercially available analytic and simulation products tightly integrated to PeopleSoft HRMS TM (e.g. WMS workforce analytic tools in support of equity tracking, etc.).
 - Implement commercially available HR process measurement product(s) tightly integrated to PeopleSoft HRMS TM.
- Provide support to users of HR information (programs, commands, MLC/ISC, etc.) in determining their needs for HR information; support efforts of users to link to HR information resources where needed.
- Develop and implement the information infrastructure required to monitor and track key measures of effectiveness of the HR system as jointly specified by G-W and its customers (e.g., readiness measures, WMS for equity auditing, etc.).
- Provide consulting services to users of HR information (programs, commands, MLC/ISC, etc.) in determining their needs for HR information; support efforts of users to meet, resource, and support their HR information needs.
- Provide information capabilities to support a wide variety of internal HR requirements and improvements in existing processes and systems.
 - Implement or integrate special purpose tools and IT processes. This would include IT capabilities that provide direct products and services to employees (e.g., *Employee Express*, which allows employees to interact with their records), IT tools for HR professionals, and IT tools for supervisors (e.g., *Avue Digital Systems* used in describing positions). Implement, when cost effective, online job application services for military (PeopleSoft based) and civilian personnel recruiting.
 - Continue providing payment for travel entitlements, implement desktop travel voucher-processing system, web enable when appropriate.

- Partner with OST to procure and implement a replacement civilian HRIS.
- Transition military Personnel Data Records (digital and paper) to relational database storage using PeopleSoft™ HRMS product.
- Partner with G-S and G-CIT to shorten the timeframe to approve and deploy new automated systems.

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Coast Guard Human Resources System

Function	Status	Date
Global Workforce Inquiry Solution (GWIS) – CG Data vanilla PeopleSoft for data inquiry 50 sites	Production	12/15/1999
Position Management (Personnel Allowance List)	Production	5/30/2000
Assignment System (Officer/Enlisted – Active/Reserve)	Production	8/16/2000
Electronic ADC System (Officer/Enlisted – Active/Reserve, field can view departures/arrivals, enlisted evals, position information, ADCs & endorse ADCs)	Production	8/16/2000
Training Administrative System (TAS) AFC-56 funded training/”A”Schools	Implementation	10/1/2000
Security Clearance Tracking	Implementation	10/1/2000
Medical Readiness System (Immunization tracking - <i>Anthrax</i> , Waivers, Color Vision, Physical Exam Status & Tickler... does not include detailed exam data, medical history, or occupational medical monitoring)	Development	NLT 11/1/2000
Accession (Known as Build 4 - includes Cape May and Cadet accessions, member self service for direct deposit, taxes, address change and emergency contract information, reserve screen questionnaire, voluntary allotments, bonds and the payroll interface and interface from MEPCOM)	Development	6/2001
Build Five (Accomplishments – awards, quals, education etc, Leave, Discharge, RELAD, Member obligations – contracts, PCS, TAD, Reserve TAD, Discipline, Promotions (O,W,E), Interfaces/Reports)	Detailed Design	12/2001
Electronic Training Request	Design	NLT 12/2000
Career Management (Boards/Panels, Register, Status Tracking, Seps/Retirement, CFTRR, HYT)	Design	NLT 8/2001
Enlisted Evaluations (EAST decision on marks pends)	Design	NLT 12/2001
Officer Evaluations	Design	NLT 7/2001
Enlisted Advancement Processing – assumes no EAST implementation	On Hold	NLT 12/2001
PDR Imaging Integration with PeopleSoft	Design	NLT 7/2001
Case Management (Disability Evaluation, Central Registry – does not include medical monitoring)	On hold	NLT 6/2001
Convert to 100% Web Enabled Product PeopleSoft Version 8.0	Not started	EST 11/2002

Position Recovery: 193 (FY95 & 96 – 123; FY99 - 50; FY00 – 20)

Slate Position Recovery: FY01 – 45

Total Recovered Positions: 238 or approximately \$13M annually

Workforce Analytic System (PeopleSoft Based) – FY02 RP denied. G-H/G-W sponsors

Recruit Administrative System (PeopleSoft Setup and “bolt ons”) – FY02 AC&I RP still viable

APPENDIX G:

**PRIOR-YEAR PERFORMANCE
REPORT**

PRIOR-YEAR PERFORMANCE REPORT

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To be developed